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all VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

AUGUST 1980



**YOUR ARMY
NEEDS YOU NOW.**
SERVE YOUR COUNTRY AS YOU SERVE YOURSELF.



Selling
the Army

FY 81:
Marketing
Campaign

Commander's Notes



Success is exhilarating! And the recruiting force is very successful this year! The Active Army recruiting mission of 173,000 is in the bag . . . up 30,000 from FY 1979. And you will deliver a total of 87,000 high school graduates, up 4,000 over last year. The USAR mission is right on the margin for success and needs your best efforts.

Planning for success is sometimes tedious. But success doesn't happen without careful planning and great execution. For the last six months we have been sizing up the task for FY 81, applying lessons learned, and laying down the best scheme for using our resources in the form of a well thought out five-phase plan. Read about it in the article titled "Putting it all together." Knowing all about the FY 81 Marketing Plan will give you a head start on meeting the challenge of a new recruiting year. We have great momentum going for us now — we must plan carefully to help keep it moving.

An important part of the plan is the way advertising will be keyed to support your recruiting effort. A major first quarter effort, for instance, will be directed to the senior class, with a new SOURCEBOOK, direct mail to seniors and their parents, and TV appearances of our latest DEP/skills spot. A first time mailing to Juniors will sell USAR opportunities. Graduates will be reached with print and TV ads — including the award winning "Feeling Good" spot — that show what the Army has to offer for those who are ready to join right now.

That will bring to a close the "This is the Army" advertising campaign that began in March 1979. After 1 January, Army advertising will have a new look and fresh emphasis. You will find some preliminary information on that in this issue with much more to follow.

The major goal for FY 81 is to enlist a total of 100,000 male and female high school graduates into the Army . . . that's 15 percent better than we accomplished in 1980. Our timing is perfect — with the Delayed Entry Program for the 1st quarter already filling more than half our 1st quarter accessions we are in a great position to work our high school senior market. But it means that every person in USAREC has to do 15 percent better to attract high school graduates and seniors.

We have a great plan and a great recruiting force . . . we can make it happen! 100,000 in '81! THAT'S IT!

A handwritten signature in dark ink, appearing to read "M. R. Thurman".

M. R. THURMAN
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FLARE

all **VOLUNTEER**

The Army's recruiting and retention professional magazine since 1919

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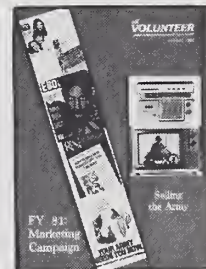


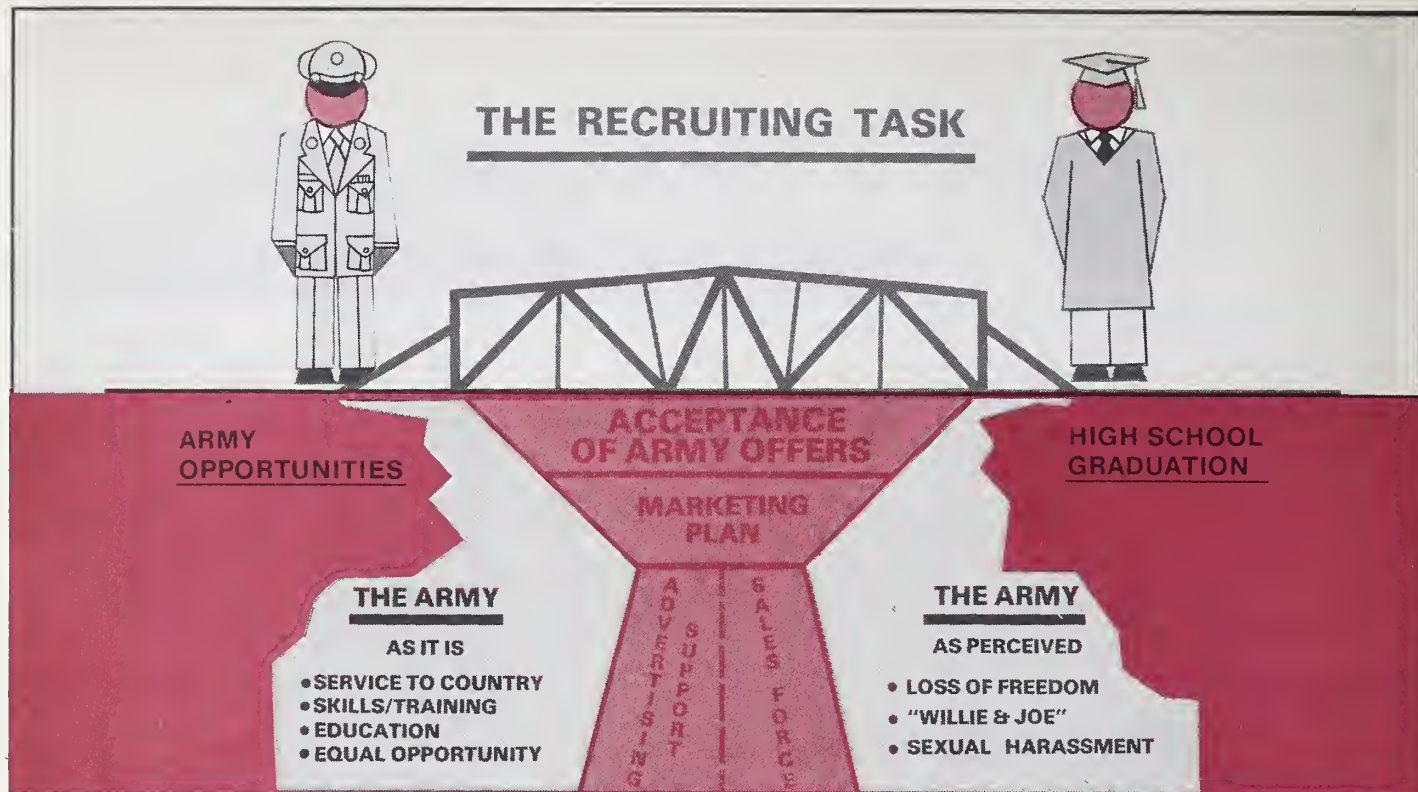
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The variety of media in which the Army does its advertising is represented on our cover in a layout by Mr. Lou Pearson of the Fort Sheridan TASC. MOS 05H, Electronic Warfare/Signal Intelligence Morse Interceptor, is illustrated on our back cover with a photo from US Army Intelligence & Security Command.





The USAREC marketing plan for FY 1981 is aimed at the high school graduate.

Putting it all together

by LTC Dennis Benchoff
PA&E, HQ USAREC

The key to successful action, be it recruiting, selling or what have you, is coordinated planning. The coordinated planning which unites the two components of marketing, the sales force and advertising, makes the resulting marketing action more effective. In fact, if not tied together, misunderstandings between the sales force and advertising can impede effective recruiting.

The key market for recruiting in FY 81 is the high school senior and high school graduate. The mission of USAREC is to cause enough young people in this market to accept the Army's opportunities in the forms of skill training, education, travel, etc., to obtain the number of graduates needed to keep the force manned at the levels required by HQDA.

The marketing plan, which ties the sales force and advertising together, forms a bridge which is changing the perceptions and attitudes young peo-

ple and their parents and school guidance counselors have about the Army and what it really is. Advertising informs the target market and its influencers about Army offers and encourages people to seek additional information.

The sales force, the recruiter and guidance counselor convince each interested young person that the Army does have opportunities worth trying. Without the recruiter or advertising, the mission would be almost impossible to accomplish. The tying together, by means of the market plan, of these two necessary components, greatly increases the likelihood of mission accomplishment.

The market plan forms a strategy to accomplish the FY 81 mission which is extremely challenging for both advertisers and the sales force. We will be asked to recruit approximately 96,000 male and female high school diploma graduates. This is an increase of 21 percent over what we expect to accomplish in FY 80.

There will be a decrease of 52 percent in the number of non-high school graduates to help offset the challenge in the high school market. This decrease will occur during the first quarter of FY 81 and identifies the first part of the strategy in the FY 81 Market Plan — penetrate the high school graduate and high senior market early.

The second part of the strategy is to attempt to change attitudes of the young people in this target market. As you would suspect, the competition for both male and female high school graduates is intense. Competition comes from colleges and vocational-technical schools and industry, as well as from other services. Figures 1 through 7 show both the magnitude of our recruiting problem and the nature of the competition.

An analysis of this problem leads to the development of the advertising and sales force portions of the marketing plan. In FY 81 the Department of Defense is planning to recruit over 836,000 new personnel (FIGURE #1).

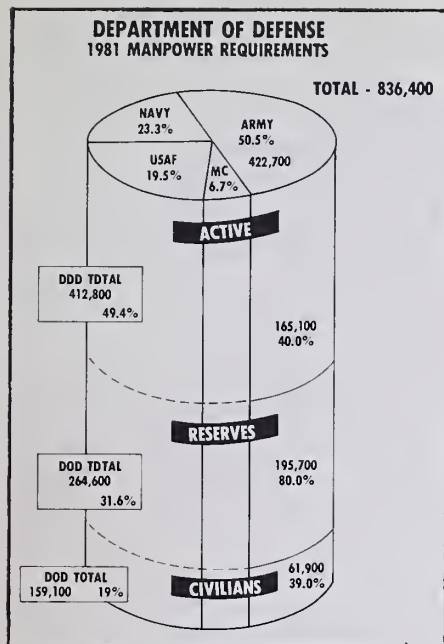


Figure 1

These people are to fill the ranks of both the Active and Reserve Components of all the uniformed services. Included are civilians to work within DOD.

Of all new personnel recruited for active duty in the armed services the Army must recruit 40 percent. Similarly, the Army must recruit 80 percent of all personnel needed for the Reserve Components, and 30 percent of all new civilians for DOD.

Although USAREC does not have to recruit the total Army requirement, its task is not an easy one (FIGURE #2). It has the mission to recruit over 53 percent of the approximately 422,000 new people coming to work for the Army in FY 81. While USAREC has a mission to recruit officers and personnel into the Individual Ready Reserve, the largest percentage of our mission is enlisted personnel for the Active Army and the USAR.

Of the over 216,000 enlisted personnel required for the Army in FY 81, over 110,000 are required to be non-prior service high school diploma graduates. This is a challenging mission for USAREC at a time when the number of military age young people is declining due to decreases in the birth rates 20 years ago.

The remainder of this analysis will concentrate on male high school dip-

loma graduates (HSDG) for the Active Army. FIGURE #3 shows the 75,000 male HSDG that are required in FY 81. When placed against the 10.6 million military age males, it doesn't appear to be much of a problem. However, many in that population group are not qualified or available for military service, which greatly shrinks the market.

FIGURE #4 shows that by concentrating on our primary market, male high school graduates and seniors aged 17 to 19, there are only 3.3 million left. Of this number only 800,000 are available for military service. The remainder are either disqualified for medical or moral reasons, are committed to college or vocational-technical schools

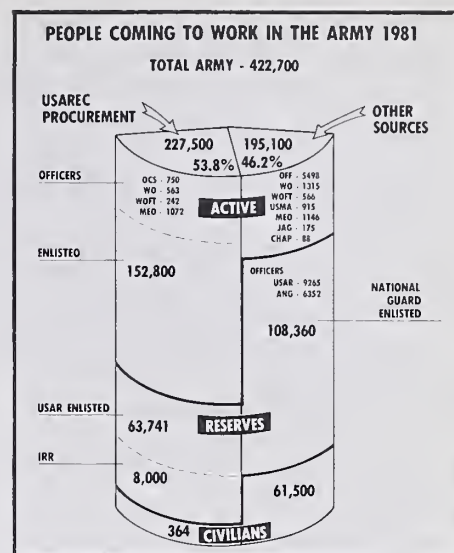


Figure 2

RECRUITING FY 81 - IS IT A PROBLEM?

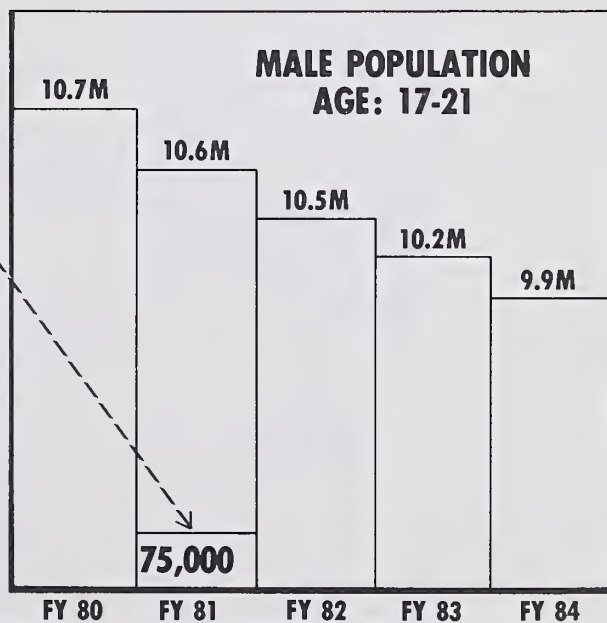
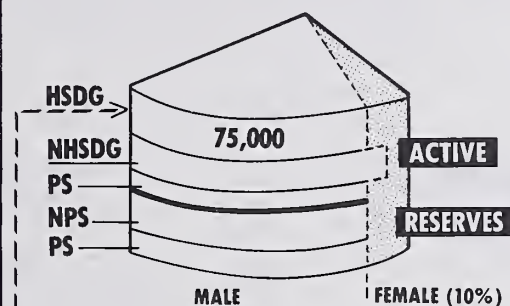


Figure 3

or are already in the military service.

The challenge to Army is increased because of competition for male high school graduates from the other services. The total DOD requirement (including the Army) for male high school graduates for Active Duty in FY 81 is over 215,000 which means the military must compete with industry for one of every four (FIGURE #5).

The Army must take one of every ten. FIGURE #6 shows the total DOD recruiting problem because of the attitudes of the men who are in this target market of 800,000. Studies have shown that only 3 percent indicate that they would or intend to serve in a military service. Only 18 percent of 144,000 indicate that they probably would join a military service. Another 35 percent say they would probably not consider serving, while the remaining 44 percent say that they would definitely not serve.

Since DOD must enlist 215,000 HSDG (M), a significant portion must come from the "probably not" group even if DOD were able to take 100 percent of the first two groups. The Army faces a similar challenge.

Of those surveyed who said that they would join a military service 28.3 percent said they would enlist in the Army which would result in only 6,800 enlistments from this group. Using the same percentage in the other groups, the Army would have to recruit as a minimum over 27,000 males to meet the 75,000 requirement.

Another alternative would be to expand our share of the DOD market by encouraging males inclined toward other services to join the Army instead. We are currently getting more than the 28.3 percent who say they'll go into the Army, but even a concentrated effort to expand into the other services' market would still require us

to convince those in the "probably not" group to accept the Army's offers.

FIGURE #7 shows the increasing requirements for women to come to work in the military. Increased competition from the other services requires more work in this market as well. The difficulty is further compounded by the need to encourage women to accept training in non-traditional skills.

The preceding analysis and development of the target markets indicated that not only must we get into the high schools before the competition, but our advertising and sales promotion and our instructions to the recruiters must be aimed at convincing those who are "neutral" toward the Army that we have opportunities that should be considered and hopefully accepted when a young person begins to make post-high school decisions.

Figure 4

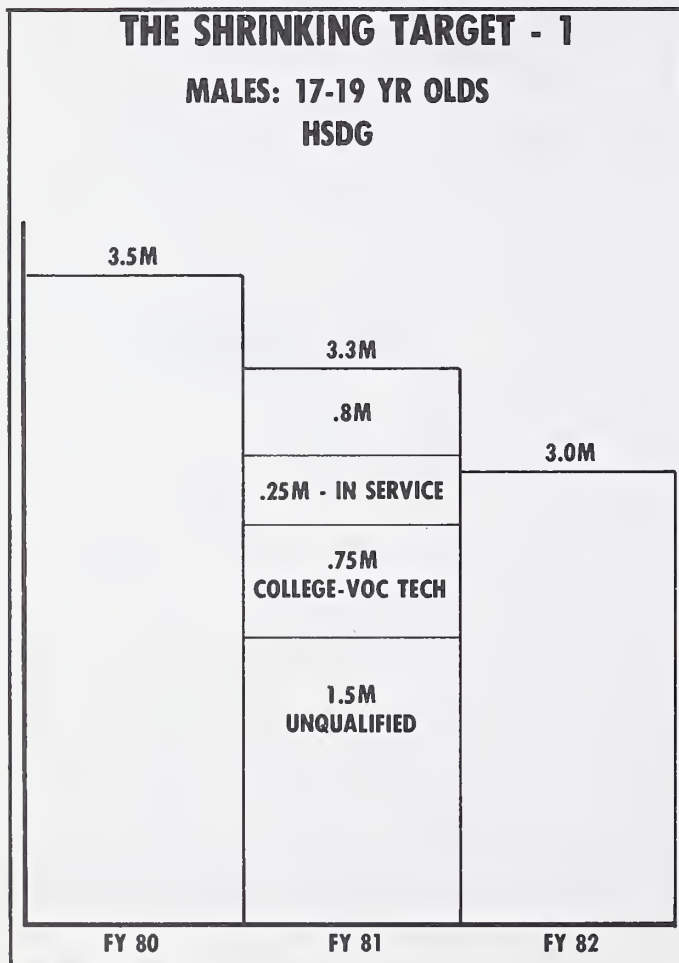
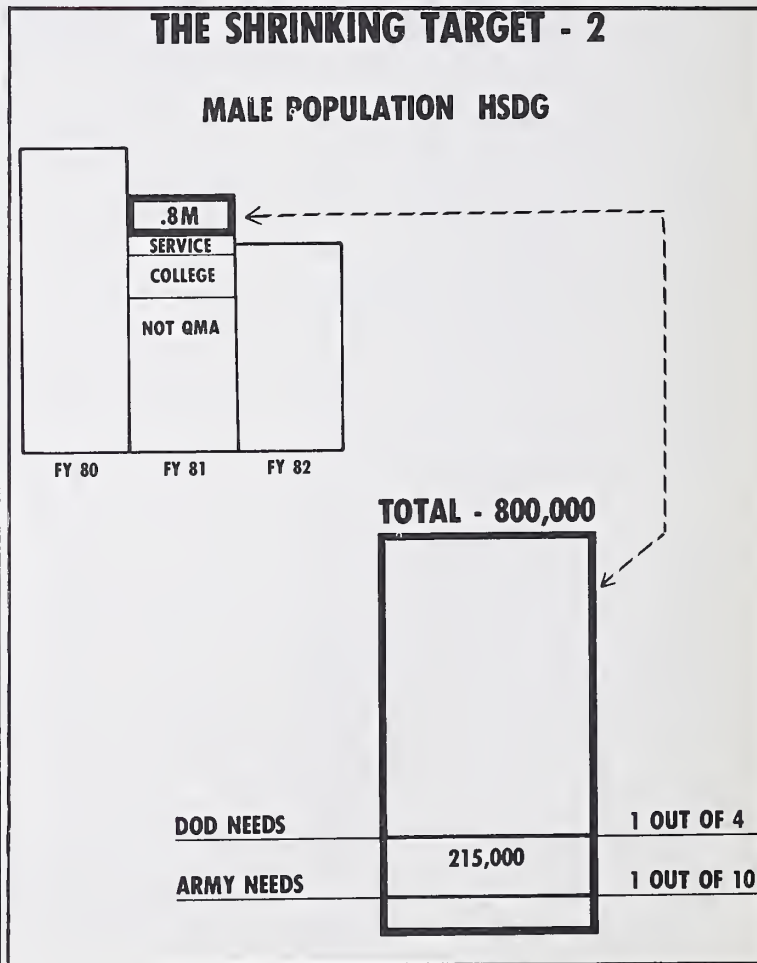


Figure 5



Instructions to recruiters in the form of contract writing requirements and other directives supporting their working in the high school market will be synchronized with the advertising campaigns in a five-phased campaign which includes both the last quarter of FY 80 and the first four months of FY 82.

uates and seniors so FY 81 will have a strong pool of high school graduates and seniors in DEP.

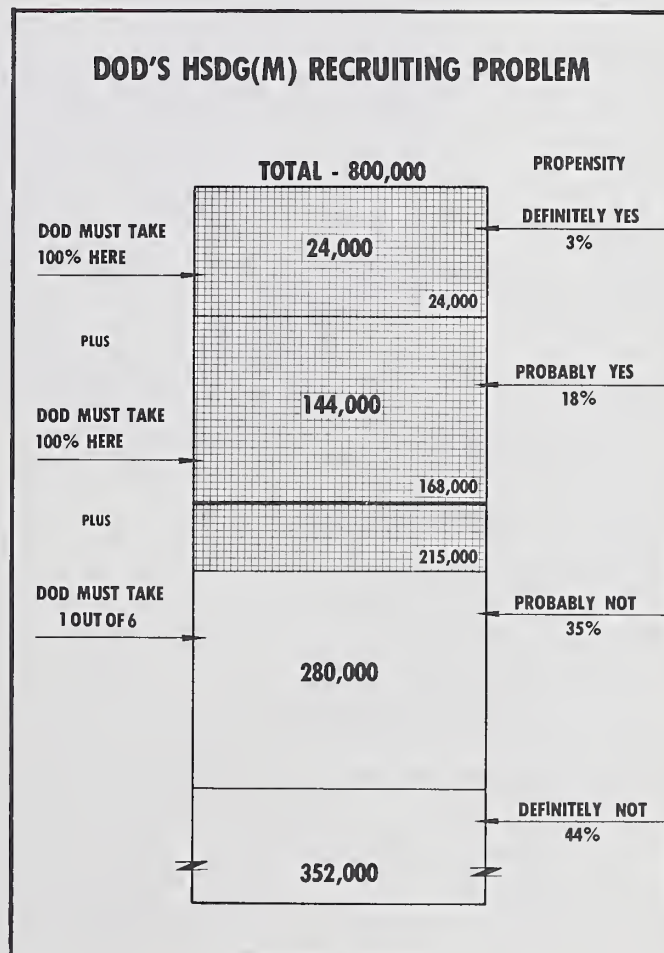
Phase II covers the period 1 October 1980 to 31 January 1981. The goal during this period is to build the FY 81 summer DEP with high school seniors to put against the high accession mission which occurs then. However, the high school graduate accession mission during this period will also require writing high school graduate contracts as well.

Phase III begins on 1 February 1980 and ends on 31 May 1980. Although the accession mission for non-high school graduates is the highest during this period, the summary goal is to write enough contracts to cover the FY81 accession mission during Phase III to enable a strong DEP to be built for FY 82.

1 June 1981 to 30 September 1981 will concentrate once again on the new high school graduates and new seniors. Phase V begins FY 82 and extends from 1 October 1981 to 31 January 1982. If the FY81 marketing plan is successful, and the command meets its FY 81 mission, the goals during Phase V will be the same as Phase II and so on during FY 82. Regardless, the marketing plan will be reviewed and updated throughout its five phases to take into account changes in resources, missions, and economic or environmental factors.

To be a working plan it must be reviewed and updated to insure both the advertising support and the recruiting sales force are working together to form the bridge between the young people in our high school markets and the many opportunities service in the Army has to offer.

Figure 7



Where we're coming from; where we're heading

by Tom Evans, Deputy Director
A&SP, HQ USAREC

Advertising. A poor substitute for real life, but where else will the Class of '81 learn something of soldiering?

When the last draftee reported, this year's seniors were 10 years old. For these children of the early '60's, the father or uncle with first hand Army experiences to pass on may well not exist.

Television? Old enough for SGT Bilko re-runs. In at the start of M*A*S*H. Good entertainment. Bad

stereotypes.

So, reading about "... The Army. The push-ups. The long marches. The cool-eyed Sergeant who never stops watching you ..." fills a void. The 30 second injection of infantry — "cold streams that chill your bones... and a hot meal to warm you up," the glimpses of women soldiers running and helicopters lifting in a line, the quick panorama of "a soldier's day". These mini-dramas make a young civilian comfortable with the sights and sounds of Army life. Other presentations tell him or her about the opportunities... and that "the Army's

willing to wait for you."

And all Army advertising asks that they get in touch... call the toll free number... mail this card... see your local recruiter.

Does it work? Yes. How do we know? Because they tell us. Forty-eight percent of 5,100 prospects surveyed in recruiting stations said advertising was important in interesting them in the Army. Cited ahead of parents, friends, educators, and second only to recruiters.

Where did they see or hear the messages that influenced them most? See the chart below.

RECRUITING STATION LEAD EVALUATION SURVEY — MEDIA IMPACT

	<u>SEEN OR HEARD LAST 30 DAYS (%)</u>	<u>MOST INFLUENTIAL (%)</u>
TELEVISION	52.5	31.0
MAGAZINE	44.4	19.1
RADIO	33.6	12.0
NEWSPAPER	18.9	5.4
BILLBOARD	25.9	4.9
HIGH SCHOOL PUBLICATION	15.5	6.3
LETTER FROM ARMY	14.9	8.1
NONE	<u>—</u>	<u>13.2</u>
		100.0



left: Advertising in 1975 and 1976 showed young people an Army just like them — full of people who were themselves. Below: The two years following that provided advertising that gave the message above and, in addition, the challenge to grow physically, mentally and morally.

What kind of an Army have they seen and will they see in the advertising?

In 1975 and 1976 an Army of people just like them. An Army in which you retain your identity and self-importance.

In 1977 and 1978 that plus, increasingly, an opportunity to challenge yourself and grow, physically, mentally, morally.

In 1978 and 1979 an Army of diverse opportunities and a wealth of experiences, not all pleasant. "THIS IS THE ARMY" advertising has for a number of good reasons, told more and disclosed more . . . about the challenges, the opportunities, the good times and the bad.

Now is the time to move on. Right after Christmas you will see a new style of advertising. A way of presenting Army opportunities that shows strong continuity with what has gone before, but opens up new possibilities. It is a style that leads us into the state of art, Army of the XM-1 tank and all the other advanced systems that will upgrade mobility, communications and firepower in the 1980's. It is very competitive advertising, and we think you will like it.

But will it work? Yes. Who says so? The kids do. We've looked at a lot of research and we have talked over our

"I believe everybody has an obligation to serve their country in some way. If they choose the Army, it's guys like me who help them fulfill that obligation."



Join the people
who've joined the Army

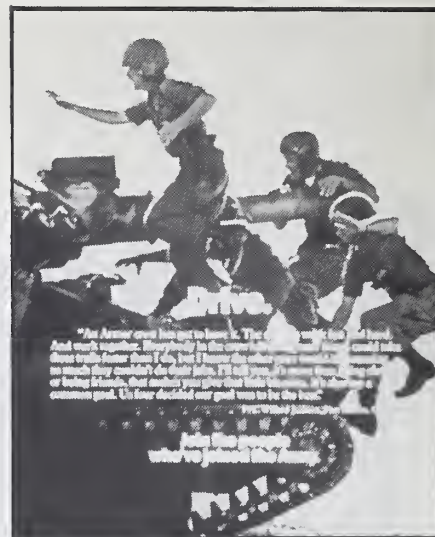
ideas with panels of young people and parents all over the country. How they have responded to some very carefully presented concepts make us reasonably sure we've got a winner.

We also plan to test individual ads before they go into production. That's one reason you won't be seeing it for some months.

What does it look like? Watch the "all VOLUNTEER" for a preview at year's end.



Army advertisements have evolved over the years as more is learned about what appeals to high school students. In 1977, upper right, the Army began using the interview/testimonial full-color magazine format. The 1978 advertisements, right, refined the 1977 formats telling more about the individual soldier. The FY 1979 campaign was designed to tell more about the Army itself. The two-page magazine ad, above, opened the FY 79 "This is the Army" campaign.



Creating an Ad Campaign for 1981

by Ted Regan, Executive Vice President and
Associate Director of Creative Services,
N. W. Ayer ABH International

Advertising is not only the Point Man for Recruiting . . it is the Army's most public face and voice.

As such, it must have positive impact on the Army's public perception as well as on its manpower requirements.

Joining the Army is serious business. We're not asking someone to buy something — but to be something: an American soldier. No Army advertising — irrespective of manpower requirements, marketing objectives, or Focus Group findings — can escape the Army's simple, solemn reason for being: the defense of this nation, its people, and its freedoms. This and all it implies provided an immutable set of disciplines to be followed in presenting the US Army to the public.

Personal Challenge is not an executional phase. It is a strategy and character of advertising we have strived for. A strategy and character most consistent with the total

commitment the Army asks of one who serves.

We will retain it.

So what's new?

The knowledge and application of modern technology is a critical part of Army "readiness" and one that is given new credibility with our prospects by what they will learn from the news media of the major infusion of new weapons systems underway. It is a dimension of the Army offer and experience we are being given an opportunity to capitalize on.

For just as rapping appeals to certain of our prospects . . . and post-service educational benefits to others . . . research indicates that the opportunity to be trained in and work with the latest technology has particular appeal to the keenly desired HSDG segment of our market.

This then is our creative assignment for 1981:

ADHERE to immutable product disciplines.

RETAIN the character, credibility and persuasion of personal challenge.

ADD the new, exciting, competitive dimension of technologically advanced Army.

Duties of a paperdoll soldier

Recruiting Support Center

Special "reinforcements" have been dispatched from the Recruiting Support Center and are now operating in the Niagara Falls, Atlanta, and Richmond District Recruiting Commands. These "specially trained" soldiers perform duties for recruiters around-the-clock. And, you'll see the same bright smile on their faces at 11:30 p.m. that was there at 5 that morning.

These "soldiers" never have so much as a button unfastened or shoes in need of a shine. And, they've never been known to eat, sleep or even walk.

Confused? The "reinforcements" are actually life-sized photo-mannequins designed to aid recruiters in drawing attention to exhibits, recruiting stations, or promotional activities.

Seventeen soldier models from units in the Military District of Washington and Fort Belvoir, VA. worked with Support Center personnel for a month to develop the photographic resources required for the fabrication of the photo-mannequins.

Production of the mannequins created several problems for the Center staff. "The original work order called for cardboard construction which could not stand up to extensive tests. Instead, we substituted a gatorboard construction," explained Specialist 5 Suellen Griggs, coordinator for the photo-mannequin projects.

"The original request called for 24 die-cut, life-sized, stand-up figures. For so small a number, this method... was not feasible, so the photos had to be mounted and the mannequins had to be hand-cut," added Mr. George Staten, Chief of the Support Center's Concepts and Design Division.

The Support Center's photographers faced their share of problems, too. "It

was the first time in my memory we had ever printed a full-sized photograph of a person for such an enterprise. Shadows and the movement of people presented lighting difficulties," commented Specialist 5 Dennis Lindsey, Support Center photographer and photo technician.

"With enlargement over 15 times that of the . . . negative, the camera could be just a little bit off and it would throw the enlargement out-of-focus," continued Lindsey.

The Fabrication Branch gave the project a practical touch. "The mannequins are made from a lightweight gatorboard with metal stands which enable recruiters to carry the exhibits from place to place," observed Griggs.

How can recruiters use the mannequins? "They can be advantageously positioned around the recruiting station or other activities. The main thing is that they be used as attention-getters and not dust-collectors," commented Mr Staten.

Preliminary reports indicate that the photo-mannequins are doing their job. The Recruiting Support Center is investigating the feasibility of having these items mass-produced.

Photo-mannequins, while neat and always well-dressed, do not make ideal soldiers. Though the Support Center has given the problem its best shot, not a single photo-mannequin has made an acceptable score on the SQT.



Hidden among her Army of "specially trained reinforcements," SP5 Suellen Griggs (center) poses with life-size mannequins used to aid recruiters in drawing attention to exhibits, recruiting stations or promotional activities. The mannequins were created and produced by the Recruiting Support Center, Alexandria, VA. (Photo by SP5 Mike Moore)

The college market

by Major Vern Campbell and
Mr. Wes Williams, DCSROTC
HQ TRADOC

"What do you think will be your greatest single problem when you begin penetrating the college market?", the instructor asked. This brow-wrinkling query was the opening gambit at five ROTC/USAREC Campus Workshops held recently for USAREC area commanders. As could be expected, the question prompted a flood of answers, all different but somehow related.

The workshops were conducted by the instructor staff of the TRADOC ROTC Enrollment Officers Course held at Ft. Benjamin Harrison. The instructors are ROTC veterans selected for their knowledge of the campus environment. The workshops were a first step in bringing USAREC area commanders into the college picture.

The biggest question, of course, was one of "turf." The Professor of Military Science (PMS) has operated on campus year-in and year-out through prosperous times and lean ones. He, or his predecessors, have

weathered demonstrations, sit-ins, unsympathetic administrations, an apathetic student body, etc. This gives him, or so he may believe, the inalienable right to permanent possession of the green acres of the campus. Possession of his turf has come about through a great deal of hard work by him and his staff. As a result, he is justifiably hesitant to see another individual in Army green doing business in his territory without giving him the opportunity to at least critique his sales approach.

As a recruiter, you can sidestep the "stay off my turf or else" feelings by doing several things. First, you need to tell your story to both the campus administration and the PMS. Start with the PMS because he can introduce you to key people on campuses where there is ROTC. Specifically, the University Placement Officer and the folks who conduct exit interviews with dropouts should be high on your list. But the PMS should always be your first contact, and he can continue to be useful for as long as you both shall meet.

The next concern was sort of an emotional expression by some recruiters that they would find it difficult to talk with college students because they are not college graduates themselves. This is understandable but maybe not too realistic. The recruiter has a depth of experience out in the real world that most college students envy. It is also interesting that the ROTC detachment sergeant major is often the most respected member of the detachment in the eyes of cadets and the one who gets the mail from the new lieutenants after they graduate. Ask the senior noncommissioned officer at the ROTC detachment about that if you need reassuring.

Having surmounted these two concerns in a single giant bound, let us turn to the super concern about the college student who might be recruitable. In all probability this individual will be someone who plans to leave college, at least temporarily. Odds are that he or she will be a freshman who is finding that college is not what he or she thought it would be.

These disappointments came about for a number of reasons. These are usually expressed as finances, health or personal reasons. All of these reasons share one common denominator in that they are respectable, and they are hard for anyone to dispute. But for the most part, they are not the real reasons the student is preparing to depart. College administrators can do a lot to solve financial problems. It is also hard to believe that a young person will have health difficulties which cannot be remedied. And the same goes for personal reasons, whatever they are.

The honest, no joking reasons students drop out are a lot more human, and a lot easier to understand. A college freshman comes on campus right out of being cock of the walk as a senior in high school. He goes to the



ROTC officers and NCOs are recruiters too. They have learned from experience that a high stopout rate among freshmen is often the way of life.

bottom of the heap on a college campus. His friends are back home and he is at school. During the critical first six weeks, this can lead to a feeling of isolation and be enough to get him on the bus back to home base. This feeling is often shared by initial entry trainees, as you may recall.

Fortunately, the group spirit which builds up in an initial entry training company when you share the adjustments helps new recruits survive. There aren't any training companies on campus. So, where is the bus station?

A lot of sharp college students find their freshman classes are remarkably similar to what they just finished as high school students. This brings on academic boredom, or a feeling of "I think I've been this route before." This can sell bus tickets, too.

Another real reason is something we can call dissonance. This translates to a feeling that everyone is marching to the beat of a different drummer. If you feel you don't belong, head for the Greyhound.

Finally, we have another honest reason we can title irrelevancy which is based on the question of "what am I doing here?", and "what good is all this going to do me?". Students complain that their professors can't give them the answers to these questions. Professors spend a lot of time trying to come up with answers because these are very loaded questions indeed.

Based on this information you have a pretty fair idea of just who your target is going to be. The dropout, or stopout, is a very worthwhile prospect for a number of reasons. First, most colleges and universities do not put out the welcome mat to people with poor college entrance examination scores. Some have open admissions and selective retention, of course, but most only admit men and women in the upper mental categories. Second, these young people go through a pretty traumatic period during the first six weeks. Third, the rea-



Part of the cadet brigade at the College of William & Mary as they come to present arms for the National Anthem. The ceremony honored graduating seniors who were commissioned in June. As with other quality schools, the entrance requirements for W&M are difficult to meet and staying a student in good standing requires hitting the books — hard.

sons they drop out are often so private that they will not admit them to college officials or perhaps even to themselves.

From where we sit in ROTC, we recommend that all recruiters check back with the young person, who said he or she was going to college, about six weeks after school begins. This may result in hearing a familiar voice answer the telephone. And listening to one of the standard reasons recited for the prospect being at home again. Now, of course you will have some insight into the real reasons John is back home.


One final bit of advice. There are no divisions or brigades or battalions on college campuses — other than ROTC, of course — but there could be. Chancellors, deans, and professors do not exchange salutes but they are every bit as rank conscious as those of us who do.

Remember this as far as the pecking order is concerned. The president/chancellor is numero uno followed by the vice president/vice chancellor, academic deans, chairpersons, faculty

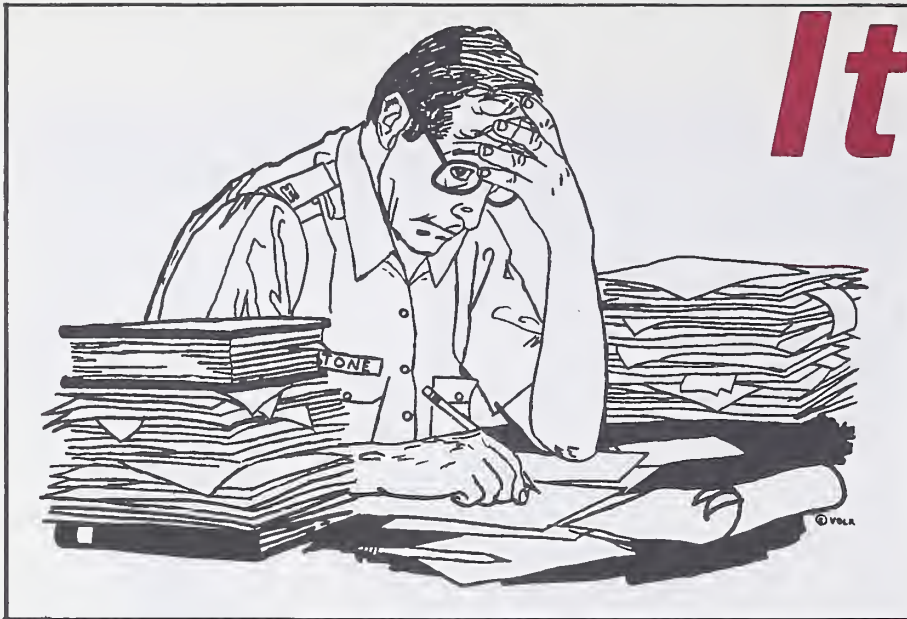
and administrative staff. There are some super people in these ranks. Some are super by way of brilliant accomplishments in their academic disciplines, others are super because of their devotion to young people and to the education of these young people.

As with the military, there are victories to be scored and campaigns won by being nice to secretaries at the middle and lower levels. Getting appointments with the upper levels on campus is often negotiated through these ladies just as it is in the military.

What we have written here is no guarantee of instant success on campus. Just as in any other recruiting assignment, you need to winnow out the prospects and attempt to meet their needs. You will have the advantage of knowing that most of them can qualify for anything you have to offer.

There is also the possibility that some of them will be very ready to take a step to turn their lives in another direction. That direction can be an enlistment in the Army if you present the opportunities you have to offer. Everyone will be the richer for it. 

It's not



by CPT Richard L. Strube, Jr.
NERRC

It's cold. Was it ever this cold in Korea? It's 0445, you're in a GSA car stopped at a traffic light and a freezing rain is falling on the ugly dark landscape. An hour ago you woke up having slept only five hours. As a matter of fact you overslept by nearly 30 minutes, and as a result you missed breakfast and you still haven't laced your shoes or tied your tie, but there is an applicant to pick up and then an 80 mile drive over the icy, slippery roads to get to the AFEES so the applicant can process for enlistment. Remember the good old days at Fort Riley when you had to get to the range at 0500 to have it all set up by the time the company arrived?

It seems as though it was always cold and rainy those mornings also. Another recruiter used the car yesterday, and you notice that the ash tray is overflowing, there is a discarded sack from a fast food place on the floor, an empty coke can is rolling among some RPT's in back, the heater barely works, the radio doesn't work at all, the gas tank is barely half full, and there is a new dent in the bumper.

Typical.

Why don't the other recruiters in the station take care of these cars the way they're supposed to? Driving this car reminds you of those vehicles you used to get from the TMP at your last duty station.

You finish tying your shoes just as the light turns green and as you move forward you accelerate too fast, the balding tires spin, you ease off and begin to fishtail, right toward that ditch! Somehow, remembering what you heard in some long ago defensive driving course classroom you regain control of the car and move down the road, heart thumping and breathing just a bit harder than usual. Your mind flashes back to the time when on a similar road under the same conditions you drove the company commander's jeep into a ditch. That's a scene you won't forget!

It's cold. Why didn't the applicant's parents let their son take the bus into the city last night so that he could stay at the contract hotel? Perhaps because of the newspaper article last week which reported a beating and robbery in the hotel. The victim was not an applicant, had no connection with the Army at all, but parents aren't concerned about those facts, just with protecting their 17-year-old son.

Why does testing have to begin at 0730 anyway! Why not 0900? Isn't the AFEES supposed to serve us? Why doesn't the DRC do something to help us, instead of always asking for more! You tell yourself that you should have listened. They tried to tell you, and they were right. Recruiting is different; it's not like anything else in the Army.

Telephones! Won't they ever quit

ringing? Here you are, an area commander, and you can't get any of your work done because the telephones won't quit ringing. The phone lines are as busy as the command net during those FTX's at Fort Hood. Hasn't anyone ever heard of communications security? Stay off the net! Stay off the phone!

First it was the supply sergeant calling to tell you that the code-a-phone for Western RS was ready to be picked up. Then the A&SP chief called to remind you that your sports schedules for Central RS were in, and to remind you that you were to attend the Marketing Council meeting later that day. Next, as you were trying to grab your hat and run, the senior guidance counselor called to tell you that two of your applicants did not have proper documentation and could not process. Then, just as you thought you had escaped, it was the PSNCO wanting to know why SSG Smith had not called in to confirm that he was back from leave. As a matter of fact, the PSNCO told you he was going to report SSG Smith AWOL, just to get the attention of all those recruiters who did not conform with the liberal policy of being able to call in and out for leave. Before he hung up, the Adjutant came on the line to tell you that you were being detailed to conduct a report-of-survey, and also that he was returning the Recruiters Expense Allowance forms just submitted because a couple of your recruiters had not filled them out properly and he wanted to submit them all in a batch.

Resigning yourself to the inevitable, you did not grab your hat when you hung up. Sure enough, it was your assistant area commander on the phone, calling to tell you that the Station Commander of Mountain Ville RS was late opening up again and this time you should really come down hard on him.

Next it was the XO telling you that your vehicles were going to have a

so different

mileage restriction in order to save fuel; and finally it was the DRC Commander who wanted to make sure that you knew you had 2 no-shows at the AFEES in addition to the two people without documentation. Oh, yes, he also wanted you to know you were still short of making your mission for the week!

How in the world were you supposed to manage your time when there were all of these interruptions and distractions? That DRC staff is just like the staff in the battalion where you commanded that mech company.

Driving to Western RS, a good hour down the road, your attention turns to the purpose of your visit there. The station has really been down lately, and the situation seems to be out of hand. The station commander had a heart attack and his successor was not yet ready to assume the responsibility. The station does not work together as a team, and they have not yet contacted all of their seniors. As a matter of fact, they don't seem to know what to do.

Back in your infantry company you would have used FM 21-6, How to Prepare and Conduct Military Training, to guide you in training your soldiers. But that was MILITARY training, and this, well this is RECRUITING, and that's different, isn't it? Maybe you should get the PD team in to help. Maybe you should reread FM 21-6 also, and perhaps you just might get some ideas that could help.

As for your station commander who is late so frequently, perhaps it is beyond the counseling stage. On three different occasions you have sat him down and provided formal counseling, and written statements and signatures. All to no avail thus far. Maybe you can reread FM 20-100, Military Leadership, and see what it says about informal counseling. There might be some help there too.

They sure never told you it was going to be like this. How can all of

these senior NCO's have all of these personal problems? If you didn't have to spend so much time trying to resolve these matters perhaps you could find the time to attend to those really important things such as production, market analysis and taking care of the good soldiers. Take this past ten days for example.

First, SSG Doe's landlord threatened to evict him because he hadn't received the payment on his lease for these past 5 months. SFC Allen's wife delivered their 4th child and he was born with a severe physical deformity. Now the Allens have two handicapped children, and are paying over \$200 per month for drugs and medical care not covered by CHAMPUS.

SGT Welch who has been here only 3 months just learned that his wife is expecting their fourth child, and now the landlord has decided not to accept the government lease and they must move. Housing is a problem to obtain because most leases are considerably higher than what USAREC can pay.

SFC Jones' wife left him to run off with a retired LTC, only 1 week after their seven-year-old died of leukemia. Medical bills not covered by CHAMPUS ate up all of his money, also. To top it off, five of the newer recruiters have pay problems stemming from non-receipt of special duty and performance pay, non-cancellation of BAQ, failure to have flight crew pay terminated, and errors made during in-processing at the support finance center.

SGT Rogers, whose wife is an invalid, is receiving food stamps and lives in a federally subsidized low income housing project. He is finding it harder all the time to maintain his morale, respect and dignity yet still sell the benefits of the Army.

And then there is SFC Sails, a chronic alcoholic who is being treated but has yet to be transferred. Finally, yesterday, the clincher — SGT Brown attempted suicide. Today he is in the

hospital, but what of his family and his future? Did the men of the infantry company you commanded really have all of these problems? It seems to be a continuous problem, and a large part of your time is certainly spent trying to anticipate, prevent, and resolve them and many others. Recruiting duty sure is different.

Take a look, for example, at the personnel turbulence. All new station commanders in the past 4 months. The Assistant Area Commander just retired, your best "not-on-production" status recruiter is TDY for two months, and of your 33 recruiters, only six have three or more years experience. This is as bad as your last company command when you had 80% turnover in a year. Well, they were certainly right about one thing: Recruiting duty is a challenge, but it sure is different.

Remember the good old days when you were a commo chief in that FA battery? Being a station commander is sure different. Every morning you're the first one in, and at night you're the last one out. The Area Commander is always on you about your recruiters' haircuts, uniforms, dirty vehicles and the like. The Assistant Area Commander is always growling about production and making those numbers. Wow, what a First Sergeant he would have made!

It's not your fault your recruiters are not making mission. You give them their lists, help schedule ASVAB tests, enforce their boundaries, ask for recruiter aides, check work plans, keep the SMART board up to date and are expert on RSMS and RBMS. These guys just don't do it like they should.

There must be a better way to help them and teach them. But there is so much paperwork, so many phone calls, so many interruptions; where is the time? Things change mighty fast in USAREC, but progress sure seems to

(Continued on page 30)



THE TOP THREE SERRC Army Nurse Recruiters for FY 79 were honored by Deputy USAREC Commander, **Brigadier General Donald W. Connelly**, in ceremonies held at Ft. Gillem, GA, recently.

Sergeants First Class John C. Japp, and **Isaac Quinones**, were presented the Army Nurse recruiter ring. **Sergeant First Class Rex A. Mayfield**, was recognized as the Army Nurse Recruiter of the Year and also received the recruiter ring. The recruiter ring is the highest award given by USAREC to an individual recruiter.

The three recruiters were cited for achieving over 100 percent of their Active duty and Reserve mission objectives for FY 79 and for the innovations and contributions they have made to the Army Nurse recruiting effort.

Mayfield accomplished 200 percent of his Active duty mission and 333 percent of his Reserve mission. Among

the things Mayfield attributes to his success are a rapport with officials that promotes the Army Nurse Corps (ANC) from a civilian point of view, a developed ad campaign, personal assistance to the applicant and prompt responses to all requests.

Japp, who made 229 percent of his Active mission and 13 percent of his Reserve mission, says he creates a reliable center of influence at each school he goes to and attends weekend drills with the Reserve unit to learn their requirements and to better sell the unit to the applicant.

Quinones, who finished the year with 300 percent mission accomplishment in the Active area and 100 percent in Reserve area, uses the approach of selling not only the ANC but also the benefits and Army life in general. He makes it a point to involve the entire family in the applicant's decision to enlist.

(SERRC Public Affairs Office)



Representatives of Western Army commands join Maxie and Kris Anderson as they display a Total Army Support banner prior to the launching of the Kitty Hawk balloon last May. From left are: COL F. Whitney Hall Jr., Commander, Presidio of San Francisco; MG Frederick H. Lawson, Commander, 91st Division, Ft. Baker; Kris Anderson; LTG Charles M. Hall, 6th Army Commander; Maxie Anderson;

COL James P. Bergen, Deputy Commander, Western Region Recruiting Command, Ft. Baker; and CPT Larry W. Jipkins, Commander, Company D, 864th Comban Engineers, Ft. Scott, Presidio of San Francisco. Support of the Kitty Hawk mission was a Total Army affair. (Photo by SFC Con Norton, WRRC)

EVERYONE TUNED IN to Puyallup Radio Station KRPM, heard Army recruiter **Staff Sergeant Allen Bones** reenlist for another tour recently.

Bones repeated his Army oath over the KRPM airways in the presence of disc jockey **Marc Alexander** and Seattle DRC's commander, **Lieutenant Colonel Richard M. Gordon**, who read the oath.

"I wanted to share the pride of reenlisting with as many people as I could," Bones said.

The Seattle DRC NCO originally joined the Army in 1968 and went on to serve in Vietnam and Europe as a track vehicle mechanic, light vehicle driver and legal clerk. He volunteered for recruiting duty in 1978 and has been a part of the Puyallup team ever since.

"Recruiting offers the job satisfaction I personally need," said Bones, "and I love the idea of being able to retire in eight years. A primary demand in recruiting is creativity," he added, "and I thought reenlisting on the air was a really creative idea." (Greg Bartholomew, Seattle DRC)

ADVERTISING AND SALES PROMOTION shops are always on the lookout for ideas that will successfully fold Army activities into local community activities.

Most ideas work to some degree, but one Kansas City DRC program is proving to be a blockbuster.

The original idea called for the KCMO radio station to develop a daily 5-minute high school sports show which the Army would sponsor. In addition, the broadcasters would provide marketing ideas for the show which would also give added exposure for the Army.

To kick it off, the station sent letters to all high school coaches in the greater Kansas City area, explaining that the show would center on personalities, teams and specific athletic endeavors. It would not be a "scoreboard" show.

The coaches' responses were overwhelming. Stories and items of interest began pouring in. The schools' enthusiasm should have been expected, because high school sports activities have long been overshadowed by Kansas City's Kings, Royals and Chiefs professional ball clubs, as well as Kansas and Missouri collegiate athletics.

Another big reason for the show's instant popularity was KCMO's choice of hosts . . . "The Voice of the Kansas City Chiefs," **Wayne Laravee**.

In addition to advertising the show through frequent "promos," KCMO had posters made up with Laravee's

photo and the phrase "Presented by your US Army Recruiter." Even more important in marketing the show (and the Army) is the selection of a High School Athlete of the Month. For the first monthly presentation, KCMO hosted a luncheon. Then, because the first winner, girls' basketball star Carrie Bates, was still a junior, she couldn't personally accept the award and remain eligible for play during her senior year. This provided still another opportunity. The plaque was later presented to her school at their annual awards ceremony.

During the ceremony, Laravee pointed out to the students and their parents "the Army's commitment to community involvement and particularly to high school sports."

The Army's part in all of this is relatively low key. There are two 30-second spots run during the show each weekend afternoon, as well as lead-in and closing promo mention. The rest is left up to KCMO. When you have an idea that works and Wayne Laravee, along with the KCMO staff singing your praises, there's not much else to say.

Sponsorship of the program alternates daily between the Active Army and the Army Reserve. (Tom Walton, Kansas City DRC)

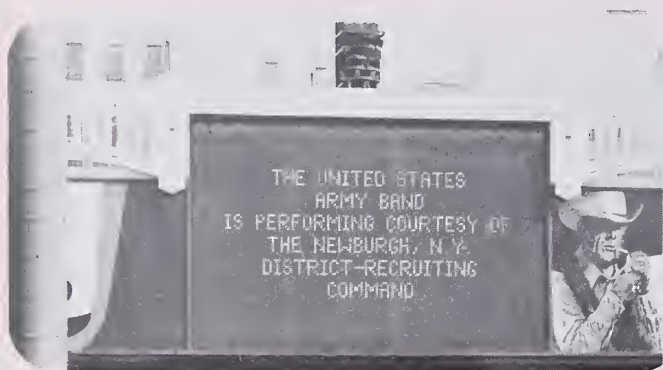
A DISCHARGE CERTIFICATE dated June 30, 1919, was presented to **Mrs. Mary MacDonald Oldroyd** at the Greencroft Retirement Center in Elkhart, IN. South Bend Area Commander **Captain Thomas D. Hardy** performed the ceremony and made the presentation to the 85-year old former Signal Corps lieutenant.

Mrs. Oldroyd is one of five persons still alive out of several thousands of Signal Corps female telephone operators who served during WWI. Her total service was 10 months, nine of which she served with the American Expeditionary Forces in France. While there, she was promoted to first lieutenant. Her pay was \$75 a month.

Hardy gave her an Honorable Discharge certificate, a letter of appreciation dated August 6, 1919, the WWI Victory Medal with Clasp for service overseas, and the WWI bronze Victory Lapel Button.

The ceremony was attended by Mrs. Oldroyd's son and his wife, their son and his wife, and their son, making for a four generation turnout. Other relatives also attended.

Hardy said he was particularly pleased to be able to make the presentation because he is a Signal Corps officer himself. (Nadine Luc, Peoria DRC)



The Yankee Stadium message board.

TO HELP OPEN THE NEW YORK YANKEES HOME SEASON, the United States Army Band (Pershing's Own) performed for 25 minutes prior to the game at Yankee Stadium.

Besides the band, which drew a big response from the huge Yankee Stadium crowd of over 47,000, Olympic heroes **Eric Heiden**, **Mike Eruzione** and **Herb Brooks** were on hand to throw out the traditional first pitch.



A color guard from Ft. Hamilton, NY, and the US Army Band get ready to take the field at Yankee Stadium.

Eruzione, the Olympic hockey captain, was shown on the stadium TV screen singing the Star Spangled Banner after he received his gold medal. The stadium crowd went wild. It was the same video tape that was shown time and time again on TV soon after the Olympic triumph.

Chants of "U! S! A!" rang through the crowd as footage was also shown on the Yankee Stadium message board of Heiden winning two of his record five speed-skating gold medals, and of the American upset of the Soviet Union in ice hockey.

For the 47,000 Yankee fans, which included about 200 recruiters and members of local Army Reserve units, that's about where the cheering ended. The Yankees lost, 3—2, to the Milwaukee Brewers. (SP4 Michael Roeger, Newburgh DRC)

A VETERAN ARMY OFFICER, Lieutenant Colonel Harold O. Bourne, proudly enlisted his second daughter, Linda, into the Armed Forces this week.

Linda Bourne, a graduate of Heidelberg High School in Germany, signed up for the Delayed Entry Program (DEP) and is scheduled to report for basic training in September at Ft. Dix, NJ. She hopes to qualify as an aircraft armament repair assistant, working with Army helicopters.

LTC Bourne, the Army's Eastern Regional Representative to the Federal Aviation Administration, is stationed in the J.F. Kennedy Airport, in Jamaica, NY. He swore in his daughter in a ceremony at Ft. Hamilton, Brooklyn, and expressed his "delight" to do so.

Asked why she had joined the service, Linda replied, "It's the best way of life that I know. Being in the military is a family tradition. At the same time that I will be serving my country and helping protect my family, I will be getting paid for some fine training."

Linda requested that her father administer the Oath of Enlistment "because dad also signed my sister Cynthia. We're a close family."

Her older sister is a first lieutenant in the Air Force. Bourne said that another daughter is married to a first lieutenant in the Reserves and his youngest daughter is considering going to West Point after graduation from high school. (Bill Gottlieb, Long Island DRC)

REENLISTMENT NCOs for the 101st Airborne Division (Air Assault) have been attempting the goal of 200 percent reenlistment for the past several years and have finally achieved it.

First Lieutenant E. B. Beckwith, division reenlistment officer, said, "We've won FORSCOM competition for 1978 and 1979 and, so far, we are the leader for 1980."

For the first term of 1980, 219 percent reenlisted for the month of March division-wide. The reenlistment branch's objective for first termers was 74 soldiers division-wide. One hundred sixty-two people reenlisted, making the 219 percent reenlistment possible for the division.

"Through a lot of command interest in reenlistment and a lot of hard work on the part of all reenlistment

personnel, we were able to achieve our goal," said Beckwith.

The purpose of the Division Reenlistment Headquarters is to handle administrative processing and statistics for the division and post and to keep commanders informed on all matters pertaining to reenlistment.

This is the first time in the 101st Division's history that they have accomplished the rate of 219 percent reenlistment.

The goal in the unit and battalion level was to obtain at least 100 percent of the career objective in order to be able to compete at post. (Susan Durban, 101st Airborne and Ft. Campbell)

COUNTRY MUSIC STAR Roni Stoneman, of HEE HAW" fame, recently presented a special concert for the recruiters of the Murfreesboro, TN, Army Recruiting Station.

Why did these Army recruiters deserve this special recognition? According to the station commander, **Staff Sergeant Glen Cross**, "All I did was put Roni Stoneman's son. **Bobbie Cox**, in the Army with the training he wanted."

Cross said that "Bobbie Cox came in to the office to see about joining the Army because he was interested in being an Airborne Ranger." Cross helped Cox get exactly what he requested after he determined that Cox was qualified for the enlistment options.

At the special concert the commander of the Nashville DRC, **Lieutenant Colonel Joseph D. Newsome**, presented to Roni Stoneman an "Honorary Recruiter Certif-

icate" for her assistance to the United States Army.

During the concert the recruiters were treated to a first: Roni and Bobbie appeared on stage together for the first time anywhere playing the instrumental "Dueling Banjos."

Private Bobbie Cox will attend Basic and Advanced Individual Training at Ft. Sill, OK. After completing jump school, he will report to the 75th Ranger Battalion, Ft. Stewart, GA. (Cliff Plemmons, Nashville DRC)

RECRUITERS OF THE CHARLESTON AREA were surprised to find that a female area commander was being assigned to their area. **Captain Lula M. Powell**, no stranger to recruiting, comes to the US Army Columbia DRC from the Headquarters, US Army Recruiting Command at Ft. Sheridan, IL, where she served as aide-de-camp to the Deputy Commanding General.

A first ever for a female to take the reins as area commander, Powell is pleased at being selected for this position. She will face a difficult task filling the ranks of the all volunteer Army. Her area of responsibility will cover a large area of Charleston counties and parts of Georgia. Her duties will put her in direct contact with local officials and principals and education counselors of colleges and high schools. She will arrange for post Army banks and color guards to participate in local events.

Powell, a veteran of six years, received a direct commission as second lieutenant in the Army Finance Corps. Before becoming an aide-de-camp she served as a Finance officer at Ft. Hood, TX. She attended the Officer Basic Course, Personnel Management Officers Course and Recruiter Commanders Course.

Powell has a degree from Eastern Michigan University in elementary education. (SFC Masseria, Columbia DRC)

WITNESSING the enlistment ceremony of **Julie Finch** as a member of the US Army Reserve 407th Civil Affairs Company, **Sergeant First Class Dave Beseler** looked mighty pleased at the day's events.

It was the first of April, his first day on the job as college recruiter for his area and he already had his first enlistment in the person of Miss Finch, a student of Winona State College. It all took place at the Student Activity Center on campus with the Minneapolis DRC Commander, **Lieutenant Colonel Dennis Leach**, administering the Oath.

Also present at the ceremony was **Dr. John Kane**, Vice President of Student Affairs at the college, who also wears the rank of USAR major and just happens to be the commander of the 407th Civil Affairs Company. (Ed Knippenberg, Minneapolis DRC)



LTC Joseph Newsome, Nashville DRC commander, presents Roni Stoneman, center, a certificate as her son, Bobbie Cox, and his recruiter SSG Glen Cross, look on.



Objective Progress

	1 JAN-30 JUNE 80					1 APR-30 JUNE 80		1 OCT 79-30 JUNE 80	
	CONTRACTS		HSDG/HSSR (MALE)			HSDG/HSSR (FEMALE)		DOD PENETRATION	
	YTD %	RANK	YTD %	RANK	YTD % OF DOD TAKE	YTD %	RANK	ARMY % DOD HSDG	RANK
NERRC									
ALBANY	89.9	43	67.4	49	29.4	75.0	18	31.6	42
BALTIMORE	104.0	16	93.9	10	33.8	56.5	41	36.2	18
BOSTON	85.9	53	58.6	46	27.3	68.4	27	28.4	52
CONCORD	90.5	41	80.0	32	34.4	33.0	55	34.6	25
HARRISBURG	97.2	31	86.9	23	32.8	93.6	11	33.1	36
NEW HAVEN	86.4	52	70.5	44	25.4	62.6	35	27.7	56
LONG ISLAND	91.7	39	62.1	56	24.7	83.4	17	29.2	48
NEWBURGH	98.6	28	66.0	52	27.9	94.7	10	32.1	40
FT MONMOUTH	89.8	45	60.4	57	28.4	63.0	34	32.8	38
NIAGARA FALLS	84.1	55	70.1	45	25.8	33.3	53	27.9	53
PHILADELPHIA	79.9	56	64.0	55	28.2	68.6	26	30.4	46
PITTSBURGH	89.3	46	81.5	29	26.1	93.3	12	27.8	54
SYRACUSE	87.1	50	65.7	53	28.0	56.4	42	31.2	44
SERRC									
ATLANTA	98.6	29	85.7	25	37.6	71.3	22	40.4	9
BECKLEY	90.6	40	68.6	47	41.3	63.8	32	41.7	7
CHARLOTTE	89.9	44	68.4	48	34.5	60.0	37	36.7	16
COLUMBIA/									
FT JACKSON	118.0	5	117.3	2	40.0	111.7	7	41.2	8
JACKSONVILLE	121.1	4	91.8	13	39.3	128.8	4	38.9	11
LOUISVILLE	111.2	7	96.3	7	38.6	53.7	44	38.4	13
CORAL GABLES/									
MIAMI	103.0	20	95.0	8	34.7	114.2	5	36.1	19
MONTGOMERY	108.6	12	88.6	19	35.6	100.8	8	36.7	17
NASHVILLE	108.8	11	94.6	9	34.4	71.4	21	35.4	22
RALEIGH	114.2	6	101.8	4	45.7	186.3	2	46.5	3
RICHMOND	95.4	34	82.3	28	44.5	70.3	24	45.5	5
SAN JUAN	139.8	1	129.2	1	76.4	336.3	1	76.9	1
SWRRC									
ALBUQUERQUE	97.6	30	80.1	31	32.1	83.9	16	33.8	31
DALLAS	95.4	33	74.3	42	28.2	47.0	49	29.1	49
DENVER	89.1	48	65.1	54	26.8	65.9	31	28.9	51
HOUSTON	100.1	26	75.2	39	30.9	51.4	46	32.6	39
JACKSON	103.3	17	90.5	17	42.5	98.1	9	44.7	6
KANSAS CITY	111.0	9	91.8	12	34.0	60.7	36	34.4	27
LITTLE ROCK	106.6	14	87.9	20	38.7	51.9	45	39.6	10
NEW ORLEANS	103.2	18	79.0	33	35.4	36.5	52	35.7	21
OKLAHOMA CITY	91.8	38	71.5	43	34.5	33.3	54	35.2	23
SAN ANTONIO	94.9	35	78.9	34	31.6	28.1	57	33.6	33
MWRRC									
CHICAGO	95.9	32	85.6	26	32.9	84.5	15	35.1	24
CINCINNATI	100.5	23	96.6	6	37.4	63.3	33	38.8	12
CLEVELAND	90.1	42	77.6	36	29.9	51.4	47	31.5	43
COLUMBUS	99.2	27	75.0	40	35.2	86.0	14	35.8	20
DES MOINES	86.7	51	83.9	27	31.8	68.3	28	33.2	35
DETROIT	126.6	2	100.9	5	32.9	114.0	6	34.5	26
INDIANAPOLIS	124.9	3	116.3	3	31.6	92.2	13	47.9	2
LANSING	102.7	21	87.1	22	23.9	69.5	25	29.9	47
MILWAUKEE	78.4	57	66.9	50	29.3	31.0	56	30.6	45
MINNEAPOLIS	89.2	47	86.7	24	31.4	39.3	51	32.1	41
OMAHA	85.6	54	77.6	37	31.9	68.1	29	34.4	28
PEORIA	100.2	25	92.0	11	25.6	47.9	48	26.8	57
ST LOUIS	107.0	13	90.0	18	32.2	57.7	40	33.9	30
WRRC									
SAN FRANCISCO	87.8	49	66.3	51	33.2	55.1	43	34.3	29
HONOLULU	103.2	19	87.4	21	41.7	159.5	3	46.4	4
LOS ANGELES	92.6	37	74.8	41	32.3	72.1	20	33.7	32
PHOENIX	94.0	36	75.9	38	36.1	58.0	38	36.9	15
PORTLAND	104.9	15	78.5	35	27.3	57.8	39	27.7	55
SACRAMENTO	109.5	10	91.3	14	36.7	70.7	23	37.0	14
SALT LAKE CITY	100.4	24	90.9	16	28.2	40.2	50	29.0	50
SANTA ANA	111.0	8	91.1	15	32.4	75.0	19	33.0	37
SEATTLE	101.5	22	81.4	30	32.9	66.0	30	33.5	34
	OBJ	ACH	%	OBJ	ACH	%	OBJ	ACH	%
COMMANDO TOTALS	92495	91943	99.4	43221	36103	83.5	5833	4062	69.6

Recruiting without the badge

by Bob Lansche
Montgomery DRC

"Hey Bill! Here comes a recruiter. We better beat it or he'll get us."

"Wait a minute guys. I don't have a recruiter's badge and I'm not a recruiter. Anyway, if you don't want in "my Army," I don't want you in it. You could get me killed. I don't want to depend on someone who doesn't want to be with me."

The would-be recruiter evaders were two young citizens of Albertville, AL. They were viewing the Test and Evaluation Command's (TECOM) attractive weapons exhibit inside the popular Marshall County Mall at Albertville.

The Army non-recruiter involved was Staff Sergeant Victor Silvester. Vic may be the best thing that ever came along to assist recruiting.

He is a front man for the Army and for his country. He works out of Aberdeen Proving Ground, MD., as NCOIC, TECOM Exhibit Operations.

TECOM constructs, maintains, transports and presents a series of exhibits with high audience appeal. Passers-by in Marshall County Mall often back-pedaled to get a more serious look at TECOM offerings.

TECOM people are experts in how to arouse and retain human curiosity. Vic knows how to direct that curiosity and initial interest into recruiting channels.

The Albertville recruiting station is strategically located at the entrance to the Mall's twin theaters. It is not unusual for the recruiting station to be open late at night to accommodate shoppers and theater patrons. On this particular April night, TECOM, through Vic's personal efforts, had installed three exhibits. One, a rotating small arms exhibit, was placed inside the recruiting station. Photos of the XM-1 tank (Abrams) and XM2/3, IFV

and CFV (Infantry and Cavalry Fighting Vehicles) were placed in the con-course leading to the theaters.

Two regular Army recruiters, and a National Guard recruiter tended to visitors until after 2100 hours. They were all ready to leave except Vic. When asked why, he said, "I have two prospects, a man and wife, coming after work — about midnight." This sounds a lot like a recruiter — for a guy who's not a recruiter.

Like it or not some persons with interest in the Army prefer, at least initially, to avoid the man with the recruiter badge. This is partly overcome by HRAP, advertising and public relations activities, but I think Vic does it best.

Vic says, "I don't sell a skill — a truck driver, or a wheeled vehicle mechanic. As an NCO I sell soldier. When I notice a subject keenly interested in a TECOM exhibit I try to find an opening to talk to him. I want to interest him in being a soldier. It's every NCO's duty to assist anyone

interested in Army service."


Vic is the exhibit coordinator. He also transports the exhibits, usually driving and loading the truck himself.

"An exhibit by itself cannot be expected to send an applicant into the recruiting station," Vic says. "Exhibit viewers will talk to someone but may shy away from a bona-fide recruiter. On some excuse or other I make myself available when I see prospects with more than casual interest in a TECOM display. I may walk over to the exhibit on the pretext of adjusting focus on a projector or pick up imaginary litter in front of the exhibit. Quite often then the spectator will ask me questions. If he doesn't I will try to get a conversation started.

TECOM exhibits are the finest. Still, they are only an assist in creating the environment for recruiting. Although exhibits may stand alone, wise recruiters will see that standing also in the "wings" are, recruiting aides, centers of influence, a recruiter, or a Vic Silvester type.

TECOM exhibit teams are available almost for the asking. The teams are composed of highly professional people dedicated to telling the Army story in research and development and in material production. They want to develop the most beneficial relationship with Army recruiters everywhere. Their exhibits attract the people that the Army wants to attract.

Editor's note: For TECOM exhibit information and scheduling, call Mr. John Gorgas or SSG Vic Silvester at Aberdeen Proving Ground, MD. Autovon 283-3078 or 2928, commercial prefix (301) 278-3078 or 2928.

For information from a happy, satisfied exhibit user call Bob Lansche, Montgomery DRC, Autovon 921-3572 or commercial (205) 279-3572. 



SSG Victor Silvester, NCOIC of the Test and Evaluation Command's Exhibit Operations, meets the public.

Airborne Ranger turns recruiter

by Jeanne M. McNeil
Concord DRC

Sergeant Don Goodale of Benton, ME, is one of that elite group of soldiers — Airborne Rangers. And, within that group, he's "won just about all the marbles to be had," as he phrases it.

At age 23, with only four years of service, Sgt. Goodale wears an Army uniform literally covered with evidences of his exemplary performance of military service.

Starting with the distinctive black beret worn exclusively by Rangers, and finishing with the mirror-like jump boots and bloused trousers that Airborne soldiers wear, he is what other soldiers call "strac."

Pinned between and around the fourragere hanging from each shoulder are the Expert Infantryman, Mas-

ter Parachutist and Pathfinder Badges; and the obvious gold and black Ranger Tab on his left sleeve.

His medals include the Army Commendation, Good Conduct and National Defense Service Medals. He also wears Canadian and German parachute wings; Expert Rifleman's Badge and a Distinguished Service Award earned for saving a fellow soldier's life.

Goodale's affinity for soldiering stems from the image of pride and dedication he associates with Airborne Rangers, and from examples set by relatives who have served.

One cousin, Sergeant Brian L. Buker, also of Benton, was awarded the Medal of Honor, posthumously, for heroism above and beyond the call of duty in Vietnam.

Both factors influenced Goodale's decision to enlist for the Army's Airborne option in December 1975. He began active duty in January 1976, and has excelled since then.

Following basic and advanced individual training, he was selected for the grueling four-part Ranger course. Preceded by a separate three-week Jump School, the Ranger course included basic, jungle, mountain and arctic phases of training conducted in such locations as Panama, Alaska, the Florida Everglades, Georgia and North Carolina.

Goodale was then assigned to his first permanent duty station with the 2d Battalion, 75th Infantry (Ranger), at Ft. Lewis, WA. While serving with the 75th, he completed a one year tour in Korea as the leader of a 12-man patrol and earned the Army Commendation Medal for meritorious service.

On special assignment as an Infantry instructor's evaluator, he visited

most Army posts in the US as well as many overseas posts. In the course of his training, evaluating, instructing and periods of leave, Goodale has more than fulfilled one of his goals of enlisting, that is, to travel.


He has touched down in England, Scotland, Wales, France, Germany and Spain. Also, Korea, Japan, Okinawa, Australia, Panama, Mexico and Canada.

When he earned his Master Parachute Badge in 1979, at age 21, he was the youngest soldier in the Army to accomplish this feat.

During a parachute jump at Ft. Lewis, Goodale saved another soldier whose parachute malfunctioned and became fused to Goodale's. The two soldiers floated toward the landing zone together, and about forty feet from the ground, Goodale cut away the other man's parachute allowing him to land safely. He was presented with a Distinguished Service award from the Commander of the 9th Infantry Division at Ft. Lewis.

With these and other noteworthy accomplishments behind him, Goodale has now opted for different responsibilities and challenges in his Army career. He recently applied for and was selected as an Army recruiter for Waterville, ME.

"He's cool and confident — and the kids look up to him. He's an 'all-around' kind of guy with great potential," says Staff Sergeant Terry White, Waterville Station Commander.

After four weeks of intensive recruiting training at the US Army Institute of Administration, which he is scheduled to undergo in May, there's little doubt of Goodale's potential for success at this new endeavor. 



Sergeant Don Goodale, Army recruiter for Waterville, ME.

Road racing recruiting

by SFC Don Norton
WRRG

It's constructed from two front ends of a pair of World War II vintage Army jeeps for smooth handling and safety, has the Army logo emblazoned proudly across its hood and is unlike any military vehicle you've ever seen — come Army, Navy, Air Force or Marines.

It's also a sure-fire attention-grabber when and wherever it goes — Las Vegas, Nev., the site of the annual "Mint 400" offroad classic; Barstow, home of the "California 400;" or any of the Fresno area schools and students who've gotten to see the Army "Super Jeep" since its owner and handler, Glen (Glendon) Emery, first began showing it as part of the Army Recruiting Program.

There have been trips to Ridley City Junior College, Yosemite High School, nearby West Clovis High and a 60-mile trip down the road to tiny Los Banos High School to name just a few.

"Glen does a really fantastic job," said Army counselor SSG Montie Elston. Elston has his office in nearby Merced with Los Banos a part of his beat.

"Through Glen and his jeep, we've been able to interest an awful lot of kids around here in the Army," said Elston. "That jeep, because of its off-road racing reputation and the fact that the sport is becoming such a big thing, is something definite, material we can reach out to the kids with."

"It gets the students to start thinking . . . about their field and where to get further training," added Los Banos High automotive mechanics instructor Bill Kitchen. "The kids really get excited over that jeep. It offers them something different."

Emery's "Enterprise" climaxed a long list of seconds, thirds, fourths, and fifths with its first offroad first-place victory in the California 400 of 1977. The "Enterprise" team swept their class in the "High Desert Series" that same year and, in May, hit a

racing peak high with first-place in that year's Mint 400. Since then, they've won the California 400 three times, have triumphed in the Firecracker 250 and have been featured in several offroader magazines.

Another interesting point is that the Army jeep is the only offroader forced to run under a weight handicap. "We run well at 2,700 pounds but not in the races," Emery said. "They (the officials) require us to carry 3,200 pounds. That's kind of an honor, too, I guess."

Students, girls as well as boys, flock around the silver-haired Emery like so many ducklings around a mother Mallard. They want to know every aspect of the jeep: How it was built, its horsepower, how fast it will go and does it really have four-wheel drive.

"Let's rev it up," overflowing crowds from Los Banos and then again West Clovis echoed and re-echoed. It's about then that Emery makes his "Go Army" pitch.

"Offroading takes experience and one of the best places in the world to get it is in the Army," Emery says. "They have a long line of offroad vehicles and a genuine need of good


mechanics, as well as drivers, to keep them going."

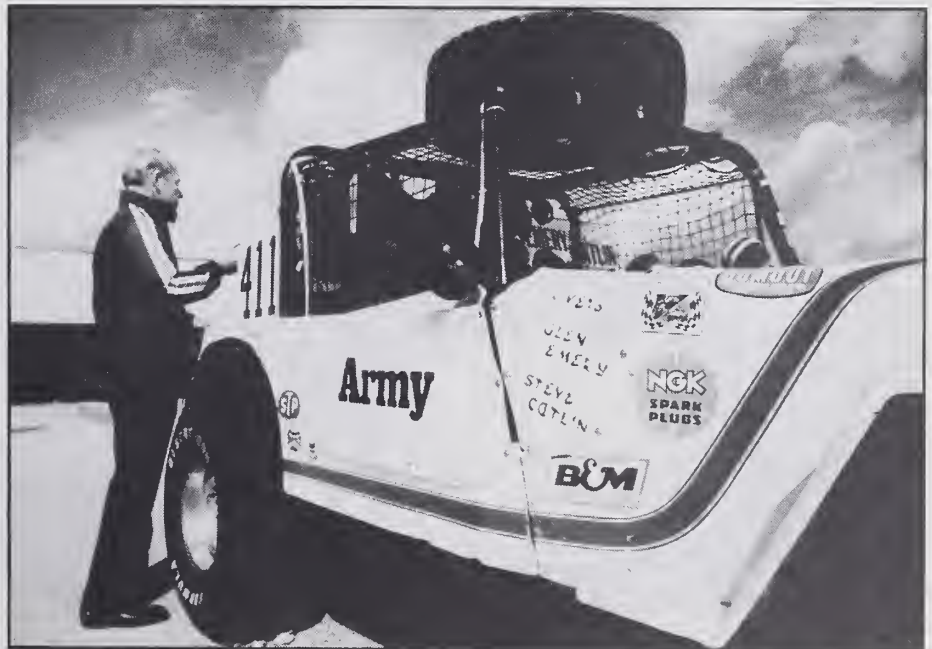
Each visit almost guarantees requests for more of the same and school response has been so rewarding that some Fresno area people would like to see the travels of Emery and his offroader expanded far beyond "36 more local area schools."

"The idea is mind-boggling," said Army area supervisor MSG John Carlson. "Wherever you take that jeep, it becomes the center-of-attention. It's a natural bridge to the kid's level. We'd like to see it adopted to travel throughout the Western Region Recruiting Command."

Emery probably wouldn't object. He said that the six school tour last year "probably cost the Army about \$500," well worth it when you consider the contacts made with qualified seniors and kids eligible for the Army's Delayed Entry Program (DEP).

His real allegiance is still with America and the troops who defend it. "I'd like the Army to be our major sponsor," Emery says.

You can almost feel the pride in his voice as he speaks. 



Glen Emery checks out the equipment on his "Super Jeep".

Food color painting on foodstuff background.

The foodstuff dreams are made of

*by Elaine Henrion
all VOLUNTEER staff*

A most extraordinary event for the world of cookery took place in downtown Chicago recently. McCormick Place on Lakeshore Boulevard was the scene of the 10th National Culinary Arts Salon and Exhibition. Someone wandering in off the street might wonder if they had come across a gourmet's dream or walked into an art show. In fact, it is both and the Army plays a major role.

The Exhibition is one of the nation's

biggest and most prestigious culinary shows. Dozens of tables display artistic masterpieces made of foodstuffs. Breasts of turkey, liver pate', salmon, lobster, beef and racks of lamb are fashioned into decorative shapes and garnished with an array of colorful and delicious tidbits. There are paintings made of foodcolor and sculptures of tallow. One four-foot castle, carved in minute detail to include gnarled and twisted trees looking centuries old, was made entirely of chocolate.

The US Army Culinary Arts Team (USACAT) has been a participant in this show for the past eight years. The team competes against groups of the finest civilian chefs from 24 states and five countries. An overwhelming number of prizes was won by the Army team this year — 71 out of 80 exhibits.

They won the most individual awards of any group participating.

Major Jack Bannister, USACAT captain, is an officer of the British Army Catering Corps (ACC). He is an exchange officer with the US Army along with two other team members from ACC. The team consists of 12 members — six master chefs and six novices. The novices are selected on the basis of their artistic ability as determined by competition held earlier at Ft. Lee, VA. The team members' MOS is 94B, Food Service Specialist.

The team did not win the Best-in-Show award as they had the two previous years. However, one member, British Warrant Officer George McNeill, was awarded a Judges Special Award — a trophy given for an



WO2 David Norris ices the bottom tier of a wedding cake exhibit.



Team member, WO2 McNeill, works on exhibit. In background is his Chinese pagoda which won Judges Special Award

exhibit of exquisite quality. The award is named for a chef of international stature who is a judge on the panel. It was the first time the Army had ever been given this honor.

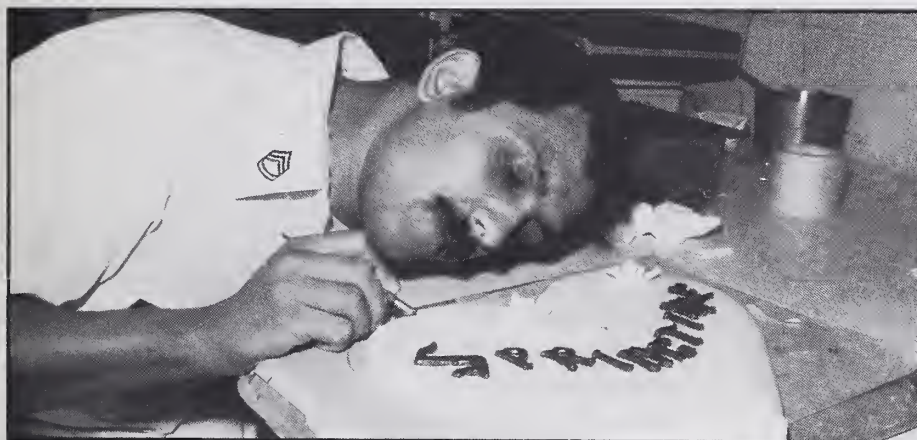
McNeill's winning exhibit was a Chinese pagoda about 15 inches high. It was constructed of pastillage which is a substance made of foodstuff similar to candy and ideal for this type of decorative work. It featured oriental scenes painted in foodcolors and fine line work done with icing.

Speaking of the team's success, Bannister had this to say, "It's great to win and it's important to win. However, it's equally important for the US Army food service program to gain the experience and associated skills from national competition. This year

our team has excelled in all areas and this experience is immeasurable."

It may be rare to see such artistic skill in the Army's dining facilities but the competition among food service personnel is a good thing according to officials at the Ft. Lee Army Culinary Competition. When the desire to compete and sharpen culinary skills is present, it is to the ultimate benefit of the soldier-diner.

Several members of the team stayed in the Chicago area after the competition had ended. As part of the Total Army Involvement in Recruiting (TAIR) program they visited local high schools with recruiters from the Chicago DRC to talk to students and present culinary arts demonstrations.



Top: The theme for the Army's exhibition was the Four Seasons. SFC Nick Marino puts the finishing touches on his Spring

carving. Right: SGM Clifton Stanfill creating his tallow carving for the 10th National Culinary Arts Salon and Exhibition.



Celebrities speak out

"Pride in Service" is the theme of 17 new radio public service announcements (PSA) available through the Office, Chief Army Reserve. The PSA feature nationally-known celebrities, as listed below:

	<u>CUT</u>
"Madame" (Waylon Flowers TV Puppeteer)	1
George Gobel (TV Comedian)	2
Barbara Mandrel (Country Music Star)	3
Barbara Mandrel (Country Music Star)	4
Lynn Swann (Pittsburgh Steelers)	5
Lynn Swann (Pittsburgh Steelers)	6
Vincent Price (Film and TV Actor)	7
Robert Urich (Star of TV Show Vegas)	8
Robert Urich (Star of TV Show Vegas)	9
Jayne Kennedy (CBS Sports Anchor)	10
Jayne Kennedy (CBS Sports Anchor)	11
Tom Poston (TV Comedian)	12

Catherine Bach (Star of TV Show Dukes of Hazard)	13
Richard Webb (TV Captain Midnite)	14
Skip Stephenson (Co-host of TV Show Real People)	15
Skip Stephenson (Co-Host of TV Show Real People)	16
Scott Baio (Star of TV Show Happy Days)	17

The announcements are all 30 seconds in length, and include a cleared (no copyright hassles) music bed.

Order the tape by writing to: Headquarters, Department of the Army, ATTN: DAAR-PA (Celebrity Tape), Washington, DC 20310, or call (202) 697-2437, AV 227-2473.

The pitch is appropriate for both Reserve and Active Army interest.

Change for CHAMPUS

A change in the method used by the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) to determine allowable medical charges was announced by Theodore Wood, Director of the Office of CHAMPUS. The change will improve the overall level of payments for CHAMPUS claims, according to Mr. Wood.

Previously, the doctor's "customary charge" was one of three factors used in determining the allowable charge

on a given claim. Under the new method, the allowable charge will be based on the lower of two factors, the actual bill or the prevailing charge for the service performed in that geographical area.

CHAMPUS officials believed that the elimination of the doctor's "customary charge" will narrow or remove the gap between a billed charge and the allowable charge, thus increasing doctor participation in the CHAMPUS program.

VA Questions and Answers

Q — I plan to take a correspondence course. The cost of the course far exceeds the benefits I am entitled to under the GI Bill. Can I obtain a Veterans Administration education loan to pay the extra costs of the course?

A — No. Veterans pursuing a program of correspondence are not eligible for education loans to defray costs of these courses.

Q — What is the minimum disability rating a veteran must have in order to receive Veterans Administration vocational rehabilitation assistance?

A — A veteran must have a service connected disability of at least 10 percent for basic eligibility.

Q — Is a veteran receiving service connected disability compensation benefits at the 20 percent rate entitled to additional benefits for a spouse and children?

A — No. Increased benefits are only authorized if the veteran is rated 30 percent or more disabled.

Q — If a veteran has received the previously authorized \$3,000 automobile grant is he now entitled to receive

the additional \$800 increase in benefits now authorized?

A — No. The automobile grant payment is a one-time authorization and there are no provisions to pay the difference in the rates as the basic benefit is increased.

Q — I want to use my GI Bill entitlement to purchase a mobile home and a lot to put it on. But I understand I must get two separate loans at different interest rates. Is this true?

A — No. Effective April 3, 1980, the loans may be combined at one interest rate.

Q — May a veteran receive Veterans Administration educational assistance for training leading to a private pilot's license?

A — No. Educational assistance may not be provided by VA for training leading to a private pilot's license. A veteran must, however, possess a private pilot's license before entering a commercial flying program for which VA educational assistance is to be provided.

Re-Update



Re-up Steering Group meets

The fourth Annual DA Reenlistment Steering Group (RSG) Meeting was recently held in the Pentagon. The meeting was attended by reenlistment personnel from all MACOMs. The purpose of the meeting was to review reenlistment policy and procedure and exchange ideas. The end results were RSG recommendations for improving the Army Reenlistment Program.

The major concerns of the attendees were Quality of Life and Military Compensation. The RSG identified these as areas where improvements must be made if future reenlistment objectives are to be successfully met. Re-up emphasis is shifting from first term soldiers to junior careerists with 5-10 years of service. These are the year groups from which the Army is experiencing the greatest exodus of soldiers.

There were 25 recommendations approved by the

RSG. Those that will have the greatest impact on the re-up community are:

First, that the reenlistment objective system be changed to provide for management of middle grade reenlistments. Current objective categories of Initial Term and second subsequent term can be changed to Initial Term and Mid-Term Career (based on years of service, e.g. 5-10 years), and Career.

Second, that the reenlistment objectives be developed and credited for only reenlistments of soldiers within their respective eligibility windows (i.e., within six months of ETS for Initial Term and within three months of ETS for career categories).

Third, expand CONUS-to-CONUS Station of Choice Reenlistment option to E-6 and below.

Reenlistment success

One key to successful reenlistment is the identification and counseling of potential career soldiers. Up to a point, all troops are potential careerists. Close to ETS, however, a few people begin to consider reenlistment seriously for the first time. During this period, the strongest barrier to successful reenlistment is the lack of knowledge the average soldier possesses about re-up options.

Command emphasis is the only solution here, and progress and quality of career counseling are monitored regularly.

But, the mainstay of the program is — and will remain — personal contact and one-to-one discussion by the chain of command. No one consciously decides to reenlist if he thinks the Army is boring or its leaders don't know what they are doing or the chain of command doesn't care for his welfare. No one reenlists if he perceives that the Army is just another job and is not a special profession because a soldier who does not feel the unique pull of Army life will opt for a career less demanding which requires little or no commitment.

Major Command Reenlistments

1 OCTOBER 79 — 31 MARCH 80						
COMMAND	OBJECTIVE	FIRST TERMERS		% ACH	SECOND & SUBSEQUENT TERMERS	
		REENLISTMENT			REENLISTMENT	% ACH
DARCOM	198	181	91.4	543	463	85.3
INSCOM	259	195	75.3	405	345	85.2
CIDC	15	19	146.7	72	67	90.3
FORSCOM	9059	10742	118.6	9617	10629	110.5
HSC	558	449	80.5	1314	1085	82.6
MTMC	8	6	62.5	29	21	72.4
MDW	88	106	119.3	103	146	141.7
USARJ	13	19	146.2	26	45	160.7
USACC	369	341	92.4	923	913	96.9
TRADOC	848	985	116.2	3328	3682	110.6
EIGHTH ARMY	469	676	144.1	598	874	146.2
USAREUR	5735	5897	102.8	4164	4150	99.7
USAREC	18	19	105.6	794	678	85.4
WESTCOM	478	546	114.2	245	312	127.3
USMA	14	19	135.7	37	42	113.5
SHAPE	42	55	131.0	97	128	132.0
OTH CMDS	139	81	58.3	641	468	73.0
TOTAL ARMY	18310	20334	111.1	22936	24048	104.8



Apple Blossom Activities

by **Greg Bartholomew**
Seattle DRC

Along the crowded streets people cheered as five Ft. Lewis soldiers rode past in the Wenatchee Apple Blossom Parade. Someone called out "Thanks, you guys!"

Four members of CSC 2/39 Infantry, Sergeant Eddie Griffin, Specialist 4 Rogelio Manning, Specialist 4 Steve Patrick and Private Kennedy Heard, were accompanied by Specialist 4 Sheila Murphy of HHC 1st Brigade for a week's TDY. During the week before the parade, the team visited area high schools, demonstrating the TOW missile system and talking with students about Army life.

Student reactions to the soldiers varied. One girl at Leavenworth High School said when she sighted a distant house with the anti-tank gun, "It was really scary." Another student was impressed by the weapon's precision and simply said, "I really like it."

Leavenworth High School math/science teacher Don Douglas said, "I think it's kind of neat. Kids find the weapons interesting, but they also talk to the people and find out the service isn't as bad as they think it is." Students from his computer class were particularly interested in the computer tracking system.

The soldiers were well received in the schools, as well as during the parade. Patrick said, "Mostly they ask about pay, how they treat you at Basic, recreation facilities, whether they would live in apartments or barracks, how fast they can make rank, whether you have to work all night . . . A lot of them have never been away from home and want to know about travel."

Ft. Lewis participation in the Apple Blossom Festival was arranged by Wenatchee recruiter Sergeant First Class William Kelley as a part of Total Army Involvement in Recruiting (TAIR). Having soldiers ride in the parade and visit high schools acts as an attention-getter for recruiters and allows prospective enlistees to hear about Army life first hand.

Jim Simpson, who coordinates TAIR projects for the Seattle District Recruiting Command, says, "We have had excellent cooperation from Ft. Lewis, often under tight suspenses caused by last minute 'targets of opportunity.' All the soldiers chosen to participate have been highly competent and excellent examples of the Army."

TAIR was formulated as an official program in late 1979, and the Seattle DRC conducted its first TAIR activities in February 1980. Now coordinating TAIR events takes up much of Simpson's time. Field recruiters have been issued a list of TAIR support available from Ft.

Lewis, local Reserve units and the Washington National Guard. They can request specific support from this list or talk with Simpson to get ideas.

When Simpson received Kelley's request for the TOW team to attend the Apple Blossom Festival, he prepared requests to Ft. Lewis, for personnel and equipment, and to WRRC for funding. Approvals from Ft. Lewis and WRRC were received at the DRC, and Kelley was put in direct contact with those soldiers selected to participate. While Simpson coordinated the preparation of orders and funding authorization, the Wenatchee recruiters arranged for the team's accommodations, scheduled demonstrations at schools, and escorted the TOW team throughout the week.

Other TAIR support received by the Seattle DRC has included MP, helicopter and medical displays, parachute teams, bands and tanks.

Simpson emphasizes that there is considerable coordination time involved in setting up TAIR events. Problems occur with funding limitations and conflicts with the supporting units' training schedules, but, he says, "allowing maximum lead time can eliminate or reduce many of these problems."

Simpson also advises recruiters to "concentrate on events which will put OOE's and TAIR soldiers in direct contact with prospects. For example, high school presentations and fairs are far superior to parades, where little or no chance is provided to talk with prospects."

Major Larry Payne, Seattle DRC XO, says that part of the value of TAIR support comes from its suitability for incorporation with school studies. "It allows recruiters to approach schools from the angle of 'what the Army can do for you,'" he says.

Payne has this advice for other DRCs: "Know what specific support is wanted and exactly what will be done before requesting. Insure that detailed dialog exists between recruiters and schools, and between recruiters and support prior to going into schools; publicize in advance; command superior performances from support; always have a recruiter with the demonstration; and schedule time for demo team to meet faculty and mingle with students."

A major purpose of TAIR, after all, is getting potential prospects to talk with soldiers face to face about their Army experience. Kelley credited the visiting TOW team with generating several leads, in addition to changing the Army's image for hundreds of high school students. "Those guys were great," he said.



by SP4 Anthony Del Valle
reprinted from "Inside the Turret"
Ft. Knox, KY

On the first day of the sixth week of basic training, the men of the 4th Training Brigade's Company B, 18th Battalion, had a new cadence: "Two more weeks and we'll be through/I'll be glad and so will you."

Charley-Joe remembered how, when he first reported to the Fort Knox Reception Station, he had heard a company calling out that very same cadence.

He'd thought he would give anything to change places with those end-of-cycle soldiers.

Now, he was in their shoes, and he was aware that perhaps some new recruit was overhearing their cadence and wishing that same thing.

The men were on their way to a tactical bivouac.

Snow was threatening. But with only two weeks left, and most of their training behind them, the soldiers didn't seem to notice.

They set up their tents mostly in silence. They had to make every effort to conceal their exact location from "the enemy."

The natural camouflage they used (leaves, twigs, branches) proved unnecessary. A fairly heavy snowfall soon hid everything from view.

The men built fires to keep warm, but the heat never seemed sufficient.

Charley-Joe was ready to crawl into his sleeping bag with two pairs of fatigues on.

But he was warned he'd sweat all night, and in the morning, he'd get sick from the cold. His underwear and sleeping bag would be protection enough from the weather, he was told.

In the morning, the men moved out early to the combat movement and weapons course. Their work there would test many of the skills they had been practicing for weeks.

Charley-Joe teamed with Private Craig A. Charlton from the 1st Platoon.

Together, they would slowly cover 400 meters of "enemy" territory. They would have to rely on each other for their lives.

The move began in silence. No one knew exactly where the enemy was or when he would strike. The men silently signaled each other for one to advance while the other covered the movement with his M-16.

Finally, the gunfire sounds boomed from the control tower.

The men fired live ammunition at pop-up targets. Then they gave verbal commands to each other as they attempted to move forward.

"Hey, Charley-Joe, enemy sniper straight ahead, about 50 meters," Charlton yelled. "You cover, I'll move!"

As Charlton advanced to another point of cover, Charley-Joe fired his weapon every three seconds. His buddy's life was in his hands. The men continued to move forward by reversing responsibilities. At one point, they had to maneuver through a waist-deep stream of freezing water.

Finally, the men were near the top of the course. "Charley-Joe, you cover," Charlton screamed. "I'll throw a hand grenade!"

As Charley-Joe once again opened fire, his teammate assumed the proper position and threw his "grenade."

Then he yelled again, "Charley-Joe, I didn't get 'em all. I'll cover, you throw a grenade!"

6th Week:

Bivouac further training

Bivouac Furthers training

Now Charley-Joe's life would be in his buddy's hands. He assumed position (He was amazed at the control he had to have over his emotions. His life was in danger, and yet, he had to stay calm and exact), aimed and hit his target.

Never had the necessity for teamwork and trust in another soldier come through so clearly for Charley-Joe.

"Teamwork" wasn't just an easier way to get things done, he thought. It was a vital method for staying alive.

The men later learned about the M-203 grenade launcher and the M-79 antitank weapon.

"You mean we're not even safe in the tanks!" Charley-Joe thought.

It had been a long, wet day, and what was awaiting them that evening wasn't a hot shower and a clean bed. It was a snow-buried tent.

The next day, the men threw live grenades for the first time. They started by reviewing the proper procedure. Then they had to qualify by throwing a few practice rounds.

Charley-Joe wasn't prepared for the loud explosion his grenade made. He hoped he'd never actually have to use one.

On Friday, the men finally packed up and moved out.

Once again, Charley-Joe thought about the wonders of running water, clean sheets and central heating that awaited him in the barracks. "Why do we appreciate things when we don't have them?" he asked himself.

Saturday brought an inspection. After two days in the snow, the men had a lot of cleaning to do.

Sunday, as usual, was pretty slow. On Monday, the men were assigned to details.

Charley-Joe did some odd jobs around the 4th Brigade headquarters building.

Sergeant First Class Thomas A. Kurzawa supervised the men. He was firm in assigning them jobs, but he also joked around with them a little. That made Charley-Joe want to work harder not to let him down.

Charley-Joe thought about how the men in basic training always seem to notice when a soldier with high rank treated them kindly. That must be because in basic training soldiers are constantly dealt with firmly and authoritatively he thought. It never seemed to let up.

Charley-Joe vowed that when he became a permanent-party soldier, he would treat basic training soldiers firmly but with respect and with a few kind words.

He figured that if anybody could use a few kind words, it would be the basic training soldier.

Tuesday some men volunteered to give blood. It was a first for Charley-Joe. He hadn't realized the desperate need for blood, and he hadn't realized how painless the whole process was.

The men practiced in their company area Wednesday for the combat skills course they would be running at the beginning of the final training week.

The cadence changed again: "One more week and we'll be through/I'll be glad and so will you."

Charley-Joe thought he'd be glad, sure, but he'd also be a little sorry, too. He would miss these men.

He had learned to be a part of their team. And in just a week, it would be breaking apart.

"You're out of step, Charley-Joe!" Staff Sergeant John L. Driver suddenly yelled to him. "You got something on your mind?"



It's not so different

(Continued from page 15)

come slowly. Why don't they just determine a mission and let it go at that? Things surely weren't this way in those regular units, were they? Well, maybe they were. But for the most part it is true that recruiting is different — things just aren't the same.

None of the foregoing incidents are fictitious. They are very real and accurately portray the happenings in a recruiting area during a not-un-typical week. The point to be brought home is that recruiting duty is not that differ-

ent from duty in other major commands. In fact, it is very much like duty in those commands in very important ways. We are soldiers, with a chain of command, SOP's, regulations, uniforms, TDA's and everything else found throughout the Army. The same things that made us good, successful soldiers and leaders in regular Army units will make us good successful recruiters and recruiting managers.

What are those qualities and characteristics? Look at FM 22-100, Military Leadership, and you will find

them listed in Chapter 2. As a member of USAREC at whatever level, you are a leader. Follow those principles, meet those standards, satisfy those traits, as you have always done, and you will have done much to be successful.

Be technically and tactically proficient. Know your job, your tools and your opposition. Don't fall into the trap of claiming that "recruiting is different" as an excuse for lowered standards, laziness or mission failure. Be a soldier — be successful!



Aide gets 7 recruits

by Lucille Logue
Jackson DRC

"Five foot six, eyes of green; prettiest girl you've ever seen," may sound like bad lyrics set to the tune of an old song, but to Laurel Recruiting Station recruiters it is nothing short of good news.

The good news is that PV2 Jean Thompson has been assigned to this station as a recruiter aide and, during her 30-day initial assignment, is credited with seven enlistments, all Category I-IIIAs.

"What is basic training like?" seems to be the question most frequently asked by the young people Thompson talks with about joining the Army, especially young women. Thompson is quick to respond.

"To me, the challenge of basic training is far more mental than physical," she explained. "It requires a certain mental conditioning, but anyone who has had to respond to demands from their parents and teachers should be able to follow orders without any problem. Most young people have never thought of it exactly that way. When I start telling them about my own experiences at basic training, it starts them thinking about the Army as an alternative in planning their future."

Knowing she has experienced the sweet taste of success in recruiting, the time was right to ask whether or not she would be interested in changing her MOS from 52D10 to 00E. Her response was immediate and positive.

"I like my work — I like what I'm doing now, but I wouldn't want it as a full time job."

Looking toward the future, she said, "I probably will go the OCS eventually but not right now. I have four more years before I have to make that decision. I feel that coming up through the ranks will help me be a better officer when I get there. I will know what it's like to be where I am right now."

Thompson is a goal setter — and a



PVT. 2 JEAN THOMPSON spent a day in the park while working as a hometown recruiter aide, talking to old friends about the Army.

goal reacher, we might add. One of five girls (and the second oldest), she found that other members of her family were constantly setting goals for her. Realizing that if she set her own goals she would be more apt to reach them, she enlisted in the Army, something she had wanted to do since junior high.

Since returning "home" Thompson has been invited by one of her former teachers to visit the school and talk with some classes about the Army.

"I was given a time limit of 20 minutes," she said. "But the time extended to 25 minutes. I couldn't believe the time had passed so soon. Looking back now to the time when I was in high school, I remember that it was extremely difficult for me to speak in front of others, even in a small classroom situation. Thanks to the Army, I now have the self confidence that enables me to try new things."

"Why are most people so critical of the changes in the Army today?" she asked. "Like everything else in the world, the Army has changed. It seems, though, that most people think the Army should remain the same in a

constantly changing society. I think the changes have made the Army better and I'm quick to express my opinion any time I get the chance."

She talked openly about what the Army means to her. "I have been on the job market since I was 13, starting with a part-time job after school. I've had several jobs since then but none that offer the fulfillment I've found in the Army. There aren't many jobs available to young people (without any previous experience) that will give them the experience they need to be productive, the opportunity to meet new people, plus the chance to travel."

Our final question to Thompson was "to what do you attribute your outstanding recruiting achievement since you've been here in Laurel?"

"I understand the problems of the young people in this area," she explained. "Most of them seem to have a parental dependency. Their families have lived here for generations and they find it hard to break away. I can really relate to their indecision, but drawing from my own experience, I can say 'hey, look at me — I did it' and they listen to what I have to say." 🐾

Explaining the

by INSCOM PAO

Until recent years, even the MOS codes were classified information. Recruiters were faced with an unparalleled challenge — recruiting for “unmentionable” jobs. This is no longer the case. Intelligence MOS codes and related job descriptions are unclassified. Today’s recruiters can discuss in depth with potential recruits the types of jobs the Army offers in the intelligence career management fields, who they are likely to work for and where.

In all probability, the “who” will be the US Army Intelligence and Security Command (INSCOM), the Army’s principal user of soldiers with intelligence MOSs. INSCOM is writing a new page in military intelligence history.

While use of intelligence and counterintelligence measures in the Army traces its beginning to the Revolutionary War, all intelligence disciplines had never been combined under one command base. Skeptics argued it wouldn’t work. Nevertheless, on January 1, 1977, INSCOM was created as a worldwide major Army command. Its assets were primarily from the Army Security Agency and the Army Intelligence Agency. Intelligence assets of the Army Forces Command and the Army Assistant Chief of Staff for Intelligence were also transferred to the new command.

INSCOM’s mission encompasses signal intelligence, imagery intelligence, counterintelligence and operational security and intelligence production. Each of these disciplines offers the new soldier a wide and sophisticated spectrum of career opportunities and an extensive choice of both stateside and overseas units.

MG William I. Rolya commands

INSCOM at Arlington Hall station, VA., outside Washington, D.C. While targeted for ultimate colocation, a portion of the headquarters element is located at Ft. Meade, MD., along with various support elements. Its subordinate Military Intelligence Groups are located at Ft. Meade, the Canal Zone, Munich, in Germany, Camp Zama, Japan and Seoul, Korea. There are support battalions at Ft. Sam Houston, TX and the Presidio of San Francisco, CA. Added to these

are the INSCOM Theater Intelligence Center at Ft. Shafter, HI, and seven field stations.

Those in CONUS are located in San Antonio, TX, and Homestead Air Force Base, FL. OCONUS field stations are in Augsburg and Berlin, Germany; Okinawa and Misawa, Japan and Pyongyang, Korea.

One of INSCOM’s major subordinate commands is the Army Intelligence and Threat Analysis Center, also headquartered at Arlington Hall



Data processing equipment is among the varied and specialized equipment used by soldiers in military intelligence.

Intelligence Field

Station, with elements at Ft. Bragg, NC, Aberdeen Proving Grounds, MD, and in the Greater Washington, DC area. ITAC is the Army's intelligence production center. Signals, imagery and human intelligence information is analyzed at the center and integrated into a finished intelligence product in support of Army tactical and strategic operations. The second of the two-pronged ITAC mission is called "threat analysis support." The term is defined as providing information on the capabilities and limitations of potential adversary ground forces to support Army combat, material and force development process. Finally, ITAC projects current threat information out to 15 or 20 years to support Army planners and developers.

ITAC's element at Aberdeen Proving Grounds — the 11th Military Intelligence Company — has the unique distinction of being the Army's only tactical technical intelligence unit. Its mission, succinctly stated, is to acquire and disseminate knowledge of foreign weaponry and related tactical material. Use of its analysis of the materiel's capabilities, vulnerabilities and limitations, produced by the unit's highly-skilled personnel from all branches of the Army, enables commanders to better plan tactical maneuvers and gives individual soldiers a higher degree of confidence on the battlefield.

How does the new soldier fit into the INSCOM picture? While the command uses soldiers in nearly all career management fields, those of primary interest to INSCOM are CMFs 96 Military Intelligence, 98 Electronic Warfare (EW) Cryptologic Operations and 33 EW/Intercept Systems Repair.

CMF 96 contains ten MOSs used in Military Intelligence units to collect



An imagery intelligence specialist briefs a military intelligence officer.

and develop intelligence information and in Intelligence staff sections in units of division and higher level. Of the ten MOSs in CMF 96, MOS 97B — Counter Intelligence Agent — is authorized in grades E-9. The capper MOS for the remaining eight MOSs in CMF 96 — 96B, 96C, 96D, 96H, 96M, 17K, and 17M — is 96Z Intelligence Senior Sergeant.

CMF 98 contains eight MOS: 05D, 05G, 05H, 05K 98C, 98J, 98G and 98Z, the latter — EW/Signal intelligence Chief — being the career goal, E-9, for all soldiers in CMF 98. In CFF 98. In CMF 33, the soldier progresses in MOS 33S from specialist 4 (E-) through sergeant major E-9, or EW/Intercept System, Maintenance Chief.

Educational opportunities in the

military intelligence career fields are enhanced and complemented by the further inducement of related civilian occupations. Many of the MOSs have corresponding Federal Civil Service classifications — for example, radio operator, cryptanalyst, navigator, telegraph operator and general investigating, to name a few.

INSCOM is a dynamic organization. Its command structure is continuously refined to meet its objective — to provide the best possible intelligence support to the Army. Those who comprise INSCOM's worldwide operational staff — some 11,000 — are highly-skilled, dedicated professionals, proud of their vital contributions to the Army and to the nation's security.

Telephoning is retention NCO's key

by **SFC Don Norton**
WRR

SSG John Brooks turned the telephone into a kind of Army Recruiting "magic wand" recently, lifting the Western Region Recruiting Command to the No. 1 spot in the retention and reenlistment race.

Brooks has been the command's acting reenlistment NCO and career counselor since late November, 1979, when the previous reenlistment NCO retired from Army service. Newcomer SSG Alan Forkell is now "on board" in the career counselor position with Brooks assisting him.

At the time Brooks assumed the position, the percentage rate was 69.2 for careerists and 75.0 for "first-termers." The tall Western Region NCO has now doubled that rate.

"As of April 1, we were at 105.0 percent for careerists and 133.3 percent for first-termers," said Brooks. "Our nearest competition in the first category was Northeast Region with 101. In February, we were tied with the (Recruiting Command) Support Center at 150.0 percent for first-termers." Northeast Region had a "fraction edge" in the first-termer race as of April 1 with a 133.3 percent. Western Region was just behind with a straight 133.0

Brooks cites "lots of hard work on the telephone" as one of the main reasons for the change of pace. He said that calling people up "120 days or so" before they're scheduled to "get out" is the ticket.

A Western Region spokesman added that early identification and contact also helps to keep the "monthly objectives" down as they enable the region to get to the individual at exactly "90 days prior to his or her estimated-time-of-separation (ETS)." That's often even before Western Region has been assessed an objective

against that person's position.

"Apparently," Brooks said, "up until that time (of his assuming the position), no one was bothering to contact those people soon to depart. Or, at least, they were waiting until the last moment to contact them," he said. "You wait until the last moment and they've pretty much got their minds made up."

"They're looking to their future and have probably decided to get out (of the Army)," the spokesman said. "Then it's too late."

Brooks added that when you're dealing with district recruiting commands, some of which have stations as far away as Camp Zama, Japan, "time" becomes especially important. Even with personnel based closer to Fort Baker and California, "you can usually count on paperwork taking 10 to 12 working days per individual," he explained.

The command's current extension versus reenlistment ratio has also helped to boost the region to the top. In Fiscal Year 1979, the region reported 68 extensions. "That cuts down your reenlistments," Brooks said. "If a person extends, you've lost him as far as any kind of reenlistment is concerned." With Fiscal Year 80 "about half gone" the command has only had 12 such extensions.

He cites "flagging actions" as his greatest roadblock. He said that if a recruiter has his or her records pulled because of a malpractice suit, they are lost as far as any kind of reenlistment hopes are concerned.

The region spokesman added that even if an individual appearing in the departures window is flagged, the region continues to have an objective drawn against that individual. This requires thorough cooperation between the career counselor and the personnel management office to in-

sure that people in the flagged position are properly extended and not allowed to ETS. Once the flag is lifted, he said, prompt action is then necessary to obtain the reenlistment prior to that person's ETS.

Despite that inter-headquarters and district cooperation, however, "the job still requires a great deal of phone work," said Brooks. "It comes to about three hours a day or 60 hours a month." But, he added, that when you consider the telephone to be the command's primary and, in some cases, only method to promote the reenlistment mission, "it's well worth the time and effort. Forkell will probably be making assistance visits to the different district recruiting commands at some time in the near future and that will be of some help," Brooks said. He added that it's always a boost to your recruiting effort once the people know you and how to reach you.

Support for the Western Region retention mission has been "fantastic" at the DRC level. The Seattle DRC is presently first in USAREC with 250.0 percent or better for each of the first two FY 80 quarters. They went 280 in the first quarter and 350 for the second for a combined mission effort of more than 600 percent.

The tall, pleasant Washington native should know. He's worked with the Western Region Command since 1977 when he was a recruiter with the San Francisco DRC. He transferred to the region headquarters in August of last year. He also forecasts a glowing future for Western Region as far as the USAREC retention and reenlistment race is concerned.

"About 120 percent of mission," he prognosticates. "That's what I look for as an end of year average for both careerists and first-termers . . . 120 percent."



05H: Electronic Warfare/ Signal Intelligence Morse Interceptor

INSCOM PAO

The birth of electronic surveillance is usually pinpointed to a day in August 1914 — the 14th of the month, during the opening days of the first World War. A British Army truck, parked inconspicuously in the garden of the town hall of LeCateau in northern France, contained equipment and soldiers. The soldiers were members of the British Army intelligence service — radio operators whose mission was to intercept messages being sent by German radio units at the nearby front.

Results were impressive. Within a month of the test run, four more British radio intercept units were in the field and others under construction. It was the beginning of signals intelligence — as we know it today — and its value has been proven in countless situations.

Today's US Army intelligence units possess highly-sophisticated intercept equipment configurations. Information acquired through its use is used by top-level Army commanders in developing tactical and strategic plans.

Of the four general types of intercept, or collection operations — Morse, non-Morse, noncommunications and voice — consider, here, the first — Morse. The soldier trained to operate the equipment is called "Electronic Warfare/Signal Intelligence Morse Interceptor," Military Occupational

Specialty (MOS) 05H.

Summarized technically, the soldier "performs detection, acquisition, identification and exploitation of foreign communications employing International Morse Code (IMC) and simple [radio] printer systems in a tactical or strategic environment; operates in the dense medium through high frequency radio environment; and conducts electronic warfare activities."

The manual Morse interceptor operates basic electronic equipment. It includes radio receivers, special typewriters, teletype keyboard input devices, antenna selection control panels, intercommunications control panels and magnetic tape recorders — used to collect and record foreign communications. The interceptor then analyzes the information, reports suspected items of intelligence interest, and performs related administrative duties.

In MOS 05H, the soldier can progress to the rank of sergeant first class (E-7) at which level, additional duties include planning collection strategies to accomplish intercept objectives and conducting mission briefings. Having reached the E-7 level, the soldier can progress to grades E-8 and E-9 in the capper MOS — 98Z, Electronic Warfare/Signal Intelligence Chief.


To qualify for entry to this specialty, the applicant must, along with other prerequisites:

- be a high school graduate

- achieve ST score of 100 on ASUAB
- meet or exceed physical standards (Profile 222121)
- be granted a Top Secret security clearance and be eligible for access to Special Intelligence (SI) prior to course enrollment.

Once accepted for entry, the soldier must successfully complete a 23-week course conducted at the U.S. Army Intelligence School at Fort Devens, Massachusetts. Here, the soldier will learn touch typing, the Morse Code alphabet and numbers, use of radio equipment, Morse communications procedures, duties of related specialties and preparation of raw data for further processing.

Work situations for the interceptor are widely varied — ranging from assignment to a field station in a large US metropolitan area to a unit in a foreign country, both in metropolitan and isolated areas. For example, assignments are available in US Army Intelligence and Security Command units in a Pacific Long Tour: Japan, European Long Tour: Germany, Pacific Short Tour: Korea, and Hawaii.

Aside from the opportunities for worldwide travel, soldiers in grade E-4 and above are usually eligible to have their dependents and household goods moved to overseas areas at government expense. Under certain circumstances, those in lower grades also qualify for these benefits. 



OSH: Electronic Warfare Signal Intelligence Morse Interceptor

FLARE